

WABASH COLLEGE



The Search for a President

WABASH COLLEGE

THE SEARCH FOR A PRESIDENT

The Board of Trustees announces the search for the 16th president of Wabash College and invites nominations and applications for this uncommon opportunity for strong, vibrant, and engaged leadership. At a time when economic realities are testing the agility of all higher education, Wabash offers a clear message of confidence based on solid self-understanding and a desire to excel as a national liberal arts college.

As one of the few remaining colleges for men in the United States, Wabash takes young men seriously and challenges them to reach their full potential. According to Loren Pope's best-selling book, *Colleges That Change Lives*:

“Anyone worried about the future of young American men should visit Wabash College for a hefty dose of hope. Elsewhere, there's plenty of (merited) discussion about the losing battle for male college students, as women enroll and graduate at higher rates than men—and the gap is growing.

“Wabash makes even a casual observer wonder if perhaps one answer is single-sex education... It is a place that turns young men with even mediocre high school records into clear-thinking men who lead the life of the mind and who have the confidence to take risks. And they go on to become high achievers and contributors to society at a rate that puts very selective and famous colleges to shame.”

The Wabash presidency becomes available following Dr. Patrick E. White's decision to step down after a successful seven-year tenure, during which there was a deep commitment to the liberal arts and the education of undergraduate men, as well as a strengthening of the base from which the College's next president will be asked to plan strategically, manage with fiscal insight, enhance quality, build the resource base, and sharpen the College's competitive edge.

ABOUT WABASH COLLEGE

Founded in 1832 as an independent institution, Wabash College has consistently committed itself to liberal arts education and to the stated aims of its first faculty member, Caleb Mills. Mills advocated “learning, virtue, and service” in establishing the character of the College in its early years. Today, Wabash continues to convey its student-centered mission in a single sentence:

**Wabash College educates men to think critically, act responsibly,
lead effectively, and live humanely.**

Based on this mission, the College subscribes to five core values that guide Wabash people and programs in all that they do:

A rigorous liberal arts education
Personalized teaching and learning
Individual responsibility and trust
A socially, economically, and ethnically diverse student body
A tradition and philosophy of independence

A Distinctive Profile — Wabash offers an experience that is highly valued by current students and enthusiastically promoted by alumni. Approximately 900 men comprise the student body, representing more than 30 states and about 12 foreign countries. Roughly 68 percent of Wabash men matriculate from Indiana. Nearly 20 percent are students of color. Diversity at Wabash is underscored by the College’s strong commitment to an egalitarian culture in which each student is challenged on his own terms to achieve his full potential. This culture, which permeates both the student body and the wider community, is reinforced by the College’s admissions and financial aid strategies.

Teaching and nurturing the student body are approximately 85 outstanding faculty members (of which 35 percent are women), all of whom hold a Ph.D. or equivalent terminal degree in their field. More than one-half of the current faculty has come to Wabash since 2000, enriching a group that traditionally has been intensely and intimately involved in the life of the College through excellent teaching, continued scholarship, collaborative research with students, hands-on leadership, and regular interaction with students outside the classroom and laboratory. This community of scholars thrives on frequent and open interaction, relationships across disciplines, and an atmosphere of mutual respect between students and faculty. At present, faculty in five departments hold national research grants, which further their scholarship and provide meaningful opportunities for collaborative work with students.



To support this work, significant funds are provided for faculty development, including Byron K. Trippet Summer Stipends and Research Grants; Dean’s Professional Travel Fund; John J. Coss Memorial Fund; full-pay, semester-long sabbatical leaves; McLain-McTurnan-Arnold Research Semester; and 27 endowed funds producing \$400,000 annually in support of faculty and student research and teaching.

The student-to-faculty ratio is currently 11:1, an important element that helps to define this rigorous liberal arts environment. A student cannot succeed at Wabash without a serious work ethic. Nevertheless, recent results from UCLA’s Cooperative Institutional Research Program (CIRP) survey indicate that more than 85 percent of graduating seniors would “definitely” choose Wabash if starting over.

Challenging and creative intellectual work remain central to the Wabash student experience. Indeed, scores from the recent National Survey of Student Engagement (NSSE) help to illustrate the effectiveness of the teaching and learning process at Wabash. NSSE has “benchmarked” college freshmen and seniors in five educational categories: 1) level of academic challenge; 2) student-faculty interactions; 3) supportive campus environment; 4) active and collaborative learning; and 5) enriching educational experiences. Compared to first year students at all other liberal arts colleges surveyed by NSSE, first-year Wabash students score above the 90th percentile in all five categories.

Wabash students have a strong sense of ownership of the College and feel empowered to challenge, change, and lead the institution. Student life on the campus is predominately residential and rich with co-curricular and extra-curricular activities. Wabash men participate widely beyond the classroom in 70 organizations, including an award-winning student newspaper, interest and service clubs, fine arts performance ensembles, and academic honorary societies.

Intercollegiate athletics are also an important part of the Wabash tradition. The “Little Giants” compete in 11 varsity sports and are members of the North Coast Athletic Conference (NCAA Division III). Over 40 percent of the student body competes at the varsity level and more than 80 percent are active in 21 intramural sports and the club sports of lacrosse and rugby. The College has invested more than \$30 million on its athletics facilities. The ongoing celebration of tradition is important, and perhaps nowhere more significant than in the century-old Monon Bell Classic, a nationally acclaimed (and nationally televised) college football rivalry.

Campus housing includes five residence halls and nine national fraternities (all renovated or built anew in the last 14 years). A strong Greek system remains a central component of residential life (approximately 55 percent of freshmen pledge fraternities).

The value of the Wabash endowment is approximately \$320 million, placing it 38th nationally in endowment-per-student (and first among the Great Lakes Colleges Association schools).

A Distinctive Program — Wabash offers 21 majors and 3-2 dual-degree engineering programs with Purdue, Columbia, and Washington universities. The curriculum creates common academic experiences for all students through the Freshman Tutorial, Enduring Questions course, and Senior Comprehensive Examinations. Wabash also prepares students to become citizens of the world through a broad range of off-campus teaching and learning opportunities. Wabash offers traditional semester- and year-long study abroad, as well as innovative Immersion Learning courses, which allow more than 100 students and faculty to study around the world each year in short, intensive trips. Wabash is also home to the Summer Study in Ecuador program, a month-long, multidisciplinary experience based in Quito, and a Global Health initiative that enables students studying infectious diseases to work in Lima, Peru. In 2010, a \$700,000 grant from the Andrew Mellon Foundation funded the introduction of Chinese language and history courses to the Wabash curriculum and laid the foundation for an Asian Studies program. The grant also funds faculty and course development in China and across Asia.



This year’s (2012-13) Princeton Review *Best 377 Colleges Guide* once again awarded Wabash high national rankings, including “Best Classroom Experience” (12th), “Best Athletic Facilities” (18th), and “Most Accessible Professors” (19th).

Underscoring the distinctive nature of the Wabash profile are its Gentleman’s Rule and its two nationally recognized centers of excellence, the Center of Inquiry in the Liberal Arts and the Wabash Center for Teaching and Learning in Theology and Religion.

A single-statement code of conduct known as the Gentleman’s Rule guides student life: “The student is expected to conduct himself, at all times, both on and off the campus, as a gentleman and responsible citizen.” This all-encompassing rule allows the Wabash man exceptional personal freedom and requires commensurate personal responsibility, both of which are essential parts of his educational and personal development. No other student

handbook or code of regulations exists, though the College continually reinforces the importance of the link between freedom and responsibility in formal gatherings, classroom discussions, and in day-to-day interactions with students. Generations of Wabash men take great pride in the effectiveness of the Gentleman's Rule in fostering student growth and development.

Founded in 2000 with support from Lilly Endowment Inc., The Center of Inquiry in the Liberal Arts seeks to improve the effectiveness of a liberal arts education at Wabash College and beyond the campus boundaries. The Center's mission is to explore, assess and promote liberal arts education, and to ensure that its nature and value are widely understood in an increasingly competitive higher education market. The Center's signature project, the Wabash National Study of Liberal Arts Education, is one of the most widely cited longitudinal studies of its kind, and is driving assessment and change across all of higher education, including on the Wabash campus. The Center's activities and national profile have helped to strengthen Wabash's reputation as a force in the national discussion on the future of the liberal arts.



Wabash National Study data indicates that Wabash students — across all four good practice scales and the 13 specific supporting measures — reported more frequently experiencing “high levels of good practices” than were found in the all-institution average of the 49 participating schools. Moreover, in 22 of the 34 instances, Wabash student reports were more than 10 percentage points higher than the all-institutional average.

The College is also home to the Wabash Center for Teaching and Learning in Theology and Religion, which supports teachers of religion and theology in higher education through meetings and workshops, grants, consultations, a journal, and other resources. Founded in 1996, and wholly supported by Lilly Endowment Inc., the Wabash Center has received in excess of \$40 million in funding. Since its founding, over 900 faculty members have participated in workshops and colloquies on the Wabash campus, and the Wabash Center has awarded over 1,000 grants totaling nearly \$12 million to more than 275 institutions and 500 individuals. It has held over 90 conferences on issues of teaching and learning and held 135 pedagogical consultations on higher education campuses across the United States and Canada. The Wabash Center's peer-reviewed journal, *Teaching Theology and Religion*, has published 374 articles from 479 authors.

A Distinctive Place — Less than an hour from Indianapolis and three hours from Chicago, Wabash College is located in Crawfordsville, an Indiana town of 15,000 people and the seat of Montgomery County (population 33,000). Like many small Midwestern communities, Crawfordsville and Montgomery County offer a low cost of living, stately historic homes, a new downtown public library, seven museums, two nationally recognized state parks, a downtown art gallery, and numerous cultural and non-profit agencies. Wabash and the community of Crawfordsville continue to build on a healthy relationship (a Wabash alumnus was elected mayor in November 2011) that extends through the local community foundation, school boards, Main Street, and the new Montgomery County Free Clinic, which is a model of College and community collaboration. Wabash also reaches out into the community with regular activities like Brain Day and Pi Day at the Carnegie Museum; WABASH Day community service; and participating in the Montgomery County Leadership Academy.

In a stunning 60-acre wooded setting, the campus combines significant historic structures, tastefully expanded and smartly renovated academic buildings such as Goodrich Hall (mathematics, computer sciences, and physics), and state-of-the-art facilities such as Hays Hall (biology and chemistry), the Malcolm X Institute of Black Studies, Trippet Hall (offering outstanding conference facilities), and the 170,000 square-foot Allen Athletics and Recreation Center, and equally impressive outdoor facilities for football, baseball, soccer, and tennis.



Recreation Center, and equally impressive outdoor facilities for football, baseball, soccer, and tennis.

The College's Fine Arts Center is a stunning facility that features the 375-seat Ball Theater, 275-seat Salter Concert Hall, and multi-use Experimental Theater, as well as beautiful, well-lit art galleries and ample studio space for musicians and artists. Wabash also invests in a robust Visiting Artists Series, theatrical productions, musical performances, and art exhibitions, and boasts an exceptional permanent collection of art, including an especially important collection of African art.

The College is committed to keeping up with advances in information technology. More than 380 computers are available to students in labs and computer classrooms, and wireless networking is available across the campus. Wabash has a policy of maintenance, upgrading, and replacement of every classroom, faculty, and office computer every four years. Moodle software is widely used in the academic program to manage class resources.

The Lilly Library, built in 1959, was renovated and expanded in 1992. Its holdings include more than 276,000 books, 19,900 serial subscriptions, and an audio/visual collection totaling over 17,500 media files, as well as the College's Archives. The Library's Media Center includes the latest technology for web page production, digital video production studios, digital video editing, and a range of desktop publishing options, as well as excellent support to assist the faculty and students in their work.

Outcomes — Wabash is an egalitarian place where students achieve at exceptionally high levels regardless of background. About 20 percent of Wabash students will become the first member of their family to complete a college degree. Yet their aspirations are high. Wabash ranks among the top producers of Ph.D.s in the country (ranked fourth, per capita, in the physical sciences), and over two-thirds of Wabash alumni earn advanced degrees.

The nationally ranked Schroeder Center for Career Development offers a wide range of programs — from networking events to internships and externships — and provides pre-professional advising for students pursuing careers in law, medicine, and business. It is also home to the innovative Business Leaders Program, which combines sequenced coursework with an eight-week summer business immersion, a one-week marketing immersion, and a series of internships and externships that prepare young men for careers in business.

One in eight Wabash alumni holds the title of owner, president, chairman, or CEO. Wabash men are noted businessmen, educators, physicians, policymakers, public servants, and theologians. They have also excelled in the arts as Broadway designers, professional singers, actors, filmmakers, composers, best-selling authors, and artists.

Wabash alumni are represented by the National Association of Wabash Men (NAWM), which works closely with College administrators to assist the Admissions, Advancement, and Career Services offices; honors alumni for

achievement; and elects alumni representatives to the Board of Trustees. The NAWM also works with the Alumni and Parent Relations Office in support of more than two-dozen regional alumni associations, which stretch from New York and Washington to Los Angeles and all points in between. Wabash's alumni are passionate about their alma mater as evidenced in fund-raising, volunteerism, and recruiting (more than four in ten freshmen are referred by alumni).

SUMMARIZING INSTITUTIONAL ACHIEVEMENTS

The new president will inherit a record of substantial recent institutional achievements that provide a foundation for future accomplishment.

Fund-Raising

- Exceeding the \$60 million goal of the Challenge of Excellence campaign a year ahead of schedule, and providing more than ten new endowed scholarships and four endowed faculty chairs. Over half of the College's faculty and staff and nearly half of the College's graduates participated in the campaign, which included:
 - The establishment of a \$700,000 Andrew W. Mellon Foundation-funded Asian Studies Program, which includes formal memoranda of understanding with two Chinese universities; additional course offerings in language and history; and faculty and course development opportunities in Asia.
 - The generation of unrestricted Annual Fund gifts totaling more than \$3 million in five straight years, including a record \$3.175 in fiscal 2012.
 - The creation of the William C. Placher Fund, a \$5 million endowment to augment faculty salaries in addition to annual salary increases.
- Completion of a \$6.2 million initiative to build and renovate outdoor athletic facilities, including new facilities for baseball and soccer, and significant upgrades to the football stadium and intramural complex.



Program Development and Curricular Expansion

- Strengthening the pre-engineering program, including a new, first-of-its-kind relationship with Purdue University to establish an in-state dual degree program in engineering.
- Enhancing inter-disciplinary offerings, including the addition of a new biochemistry major; courses in neuropsychology; and cross-departmental, team-taught course offerings.
- Strengthening Wabash's international learning opportunities, including in-course Immersion Courses; expansion of the Summer Study in Ecuador Program; and the development of a Global Health initiative in Lima, Peru.

-
- Reimagining the College’s freshman experience, including moving all Freshman Tutorials to the fall semester, adding the new all-college Enduring Questions course, strengthening the advising system, and implementing an early alert system to help improve retention.
 - Developing a coherent and comprehensive approach to improving student writing, including new resources and increased community-wide involvement.

Outreach

- Creating innovative new retention programs aimed at first-generation students and students of color, funded by grants from the Arthur Vining Davis Foundations and the Wal-Mart Foundation.
- Completing a comprehensive marketing plan, grounded in assessment and research, which positions Wabash boldly for its strengths as a liberal arts college for men.

Community Development

- Collaborating with the City of Crawfordsville and local health care professions to establish the Montgomery County Free Clinic, a \$1.2 million initiative to serve the uninsured in the community.

THE AGENDA FOR THE NEXT PRESIDENT

As a premier liberal arts college for men, Wabash will expect the next president to sustain and strengthen the character of this College that “changes lives.” This pride in the College’s unique character and demonstrated strengths should in no way be construed as satisfaction with the status quo. While building on a foundation of solid tradition and impressive achievement, new leadership will be asked to develop an agenda of action that will improve the College’s quality, enhance its reputation, and secure its place in an era of rapid change in higher education. The future presidential agenda includes, but is not limited to:

Advocating Wabash: A Liberal Arts College for Men — At its core, Wabash will continue to be an excellent residential undergraduate college for men that is committed to the liberal arts. A new president will be asked to interpret the value of a Wabash liberal arts program to multiple audiences.

- An ongoing effort will be expected to help prospective students (and their families) understand the relevancy of the Wabash curriculum to their growth as undergraduates and their success after graduation.
- The campus community will benefit from a presidential vision and ongoing appraisal for improving the teaching and learning environment.
- There is no more important place for the president’s voice than on the national stage and in the growing public dialogue over the value of the liberal arts. As a national liberal arts college, Wabash should have much to add to this conversation.

The Wabash president has a unique resource for advocating the liberal arts in The Center of Inquiry in the Liberal Arts. Nationally recognized for its engagement of colleges, universities, and other institutions, the Center’s active and ongoing exploration of the outcomes of liberal arts programs will help a new president shape the campus discussion about strengthening the Wabash program as well as enriching the national dialogue on higher education.

Serious academics, an intimate learning environment, relevant co-curricula, strong athletics, a social fabric of consequence, multiple opportunities for leadership, and education of the “whole student” are all hallmarks of the Wabash College program. To reach the College’s full potential, the campus also looks for leadership that will refine and articulate further what it means to be a liberal arts college for men. Opportunities to integrate the distinctive Wabash mission for educating men more broadly across the curriculum, to enhance the value of a unique learning environment, and to explore more deeply the importance of Wabash outcomes on the fabric of society are all possible benchmarks for the future.

Broadening Wabash’s Appeal — An important initiative in market development is underway to expand the College’s prospective student base into new geographic regions and with families who have an ability to consider more comfortably the tuition levels at private colleges. The president’s ability to understand the complexity of enrollment management and to engage in this type of outreach activity will be essential for Wabash to enhance its overall reputation and expand its appeal. A broadly diverse, highly talented, deeply engaged student body will be the result of a new president’s concern for the admission, financial aid, and retention programs of the College.



The president will also play a crucial role in expanding public recognition of the special nature and value of a Wabash education within a wider audience, nationally and internationally, and in raising the Wabash profile among friends, donors, prospective students, colleges and universities, and other influential constituencies.

Developing a Strategic Direction — The president will be responsible for developing and executing a strategic vision and direction at a propitious moment in the life of the College. The current strategic plan ([http://www.wabash.edu/news/docs/Strategic Plan.pdf](http://www.wabash.edu/news/docs/Strategic%20Plan.pdf)) will have completed its five-year cycle in 2013, a time that coincides with the new president’s arrival. In addition to reaffirming the College’s mission and core values, exploring enhancement of the liberal arts, and enriching Wabash’s reputation as a premier college for men, the next iteration of strategic thinking will also be expected to focus on the changing national landscape of higher education, determine where adaptive change may be appropriate for Wabash, and identify the resources necessary to achieve the plan’s objectives. Process will be important, given the need to tap all stakeholders’ insights when conceptualizing and constructing the plan. The development of campus-wide participation and consensus around a vision for Wabash will provide a solid basis for future priority setting in the face of finite resources.

A new president will be further aided by work that will be started this academic year (2012-2013) by a Strategy Committee. This newly designated committee of the Wabash Board will consist of trustees, faculty, students, and administration who will engage in broad strategic thinking about the College’s future and provide meaningful preparation for a new president’s arrival. These early cross-constituent conversations will offer significant support to presidential efforts to design and implement the next set of strategic directions for Wabash.

Advancing Philanthropy — The new president will be the chief fundraiser at Wabash and she or he should expect to be judged on the future enhancement of philanthropic outcomes. The recent appointment of a

seasoned and creative Dean for College Advancement opens the way for a fresh and energetic partnership in this area. By every analysis, the base of support and the engagement of alumni interest at Wabash is very strong (35 percent alumni participation in last year's \$3.175M annual fund), but it can and must be strengthened. Creative thinking about fundraising beyond the alumni family and a broader definition of "friends of the College" will be essential.

Although new strategic thinking and planning will help to develop most of the priorities for the next capital campaign, the perceived needs of the students, faculty, and staff will likely fuel endowment objectives in all fundraising efforts.

Developing and Executing a Sound Financial Model — Prior to the economic downturn in 2007-2008, Wabash functioned as an endowment-dependent institution with wide discretion in the awarding of financial aid to build incoming classes each year. While the endowment losses since that time have been partially recouped, the 'road back' has included significant budgetary adjustments, reductions in personnel, a year of salary freezes, greater dependence on tuition revenues, and the prospects of a new financial model. Managing the operating budget, now at \$34 million, will require sophisticated financial acumen and must be linked to an ongoing process of establishing future priorities. Future decisions will require the president's strong business analyses, an ability to communicate clearly the fiscal issues of the college, and a determination to sustain conservative stewardship over the College's financial resources.

Leading Effectively — A specific manifestation of the Wabash community ethos is found in well-established practices of shared governance. A new president will be expected to continue these practices among and between trustees, faculty, staff, and students, and through participation in the best interest of all Wabash stake-holders.

The people of Wabash will look to a new president's manner to sustain the sense of community that the campus has long valued. The new leader's skills must include an ability to engage the campus on a genuine basis, to listen with care, and to respond to campus issues with thoughtful leadership.

Especially important in the governance equation at Wabash will be the president's role in engaging and informing the Board of Trustees. The Wabash Board comprises 36 men, all of whom are alumni or honorary alumni. The Board meets on campus three times each year and is committed to fully understanding the student and faculty experience and supporting administrators in achieving the goals set forth for the College.

Sustaining the Town/Gown Relationship — Wabash and the City of Crawfordsville must continue to cooperate in the development of the town and surrounding Montgomery County. The quality of the community's resources will influence their decisions of potential students and faculty to come to Wabash. Economic development, quality of life, an excellent school system, superior health care, available day care, and a vibrant cultural/arts/entertainment calendar are all sustainable ventures if the College and the community are intentional in their cooperative efforts.

The future success of the College is bound up in the growth and success of the surrounding community. While seen as a long-term goal, the importance of the president's attention to these local enhancement issues will be critical.



DESIRED ATTRIBUTES FOR THE NEXT WABASH PRESIDENT

Grounded in mission and building on strength, Wabash seeks a president with foresight, creativity, energy, and a commitment to academic excellence. The Wabash presidency will require a track record of achievement, an ability to plan with input from all College stakeholders, a bias for action, and the courage to make difficult and timely decisions to move the College forward. A professional reputation for setting high standards and strong interpersonal skills, including warmth, authenticity, integrity and a sense of humor will be important. The successful Wabash president will be:

- A visionary leader who values the life of the mind, understands the academy, is passionate about the liberal arts, and will embrace a setting in which teaching, learning, and scholarship are of primary importance;
- A person who will focus on students and who will eagerly participate in the life of the Wabash community;
- A strategic thinker and planner, who can build a shared vision and develop and implement initiatives that will produce a robust future for Wabash;
- A person who can articulate the value in being a liberal arts college for men and explore ways in which that value might be further woven into the fabric of the College;
- An accomplished communicator, prepared to inspire others and engage the entire Wabash community in thoughtful and spirited discourse;
- An enthusiastic and effective fundraiser, able to develop further the philanthropic culture at Wabash;
- A person of financial acumen, who will apply effective management skills to enhance the core values of Wabash while balancing institutional aspirations with available resources;
- A person of intercultural competence and global perspective, committed to diversity in its many forms and confident in celebrating and promoting it;
- A person of sophisticated intuition, capable of implementing appropriate change by building trust and harmonizing divergent views;
- A student of independent higher education who understands the major issues facing private colleges, including enrollment management, shared governance, marketing and branding, academic practices, and emerging financial models;
- An eager public spokesperson, capable of broadening Wabash's appeal and reputation and developing substantive institutional relationships at the local, regional, and national levels.



THE APPLICATION PROCESS

The Wabash Search Committee will be accepting nominations and evaluating applications on a rolling basis throughout the fall of 2012, and will begin to narrow the candidate pool in early December. Although applications will be accepted until the time that a new president is selected, candidates should submit materials by 5:00 p.m. on Friday, November 23, for the most favorable consideration. The new president will be invited to begin work on or about July 1, 2013.

Dr. Thomas B. Courtice of AGB Search is assisting with this search. Nominators and prospective candidates may contact him at tbc@agbsearch.com or at 614-395-3229. Applications should be submitted electronically to Mr. Kevin Clifford, Chair, Presidential Search Committee at WabashPres@agbsearch.com



Materials must include a letter of candidacy that responds to The Agenda for the Next President and the Desired Attributes, a complete CV or resume, and the names and contact information (telephone and e-mail) for three references, none of whom will be contacted until a later stage of the search nor without the formal permission of the candidate. All inquiries and applications will be received and evaluated in confidence. Wabash College is an Equal Opportunity Employer.

