



OBERLIN COLLEGE

[**presidential search**]

THE SEARCH FOR A PRESIDENT

OBERLIN COLLEGE – Oberlin, Ohio

The Board of Trustees announces the search for the 14th president of Oberlin College and invites expressions of interest in this unique opportunity to offer bold and engaged leadership. Oberlin's next president will be asked to be both deliberative and decisive in addressing challenges and in effecting change, while upholding Oberlin's mission to achieve – and to enable students and faculty to achieve – academic, artistic, and musical excellence. With the strength to sustain this excellence and the resolve to retain its distinctiveness, Oberlin provides genuine opportunities for purposeful, consultative, and courageous presidential leadership to move the College forward.

ABOUT OBERLIN

Founded in 1833, Oberlin College is a preeminent independent undergraduate college offering one of the nation's most distinguished liberal arts programs and a world-class Conservatory of Music. As a College and a Conservatory enrolling approximately 2,800 students, Oberlin has long been guided by principles that include a commitment to the life of the mind, a conviction that music and the arts are central to human existence, a respect for diversity and the free exchange of ideas, a dedication to internationalism, a responsibility for stewarding the natural environment, and a commitment to informed social and political engagement.

Throughout its 173-year history, Oberlin has remained true to its early dedication to high intellectual standards, liberal education, excellence in teaching, and a social and moral commitment. It is the first College in the country to grant bachelor's degrees to women (1841) and is known for its early leadership in educating African Americans. By the turn of the last century, one-third of all African-American graduates of predominantly white institutions in the United States had graduated from Oberlin.

Diversity remains a core value at Oberlin. Currently 20 percent of the population are students of color. International students hail from 50 countries and domestic students, from almost every state. Reflecting its historical and ongoing commitment to coeducation, the ratio of women to men on campus today is 55 percent to 45 percent.

Program – The College of Arts and Sciences (enrollment 2,200) and the Conservatory of Music (enrollment 600) combine to provide a unique educational program in which the two areas support one another and offer more than 50 majors. A five-year double-degree program leading to both Bachelor of Music and Bachelor of Arts degrees is an attractive and rigorous option. In addition to the four-year undergraduate program leading to the Bachelor of Arts degree, the College offers a new one-year Master in Education program. The Conservatory prepares students as professional musicians and teachers of music with programs leading to the Bachelor of Music degree. Also available are two-year programs leading to a Performance Diploma (undergraduate) and an Artist Diploma (graduate), as well as graduate study leading to the Master of Music degree in selected areas.

social and moral commitment

The excellence and uniqueness of Oberlin's program are reflected campuswide and in the success of its graduates. A sampling of these distinctions includes:

- More than 400 annual solo and ensemble performances and 90 theater and dance performances across many campus venues, plus student performances around the world from Carnegie Hall and the Getty Center to a nine-day tour of China in 2005 by the Oberlin Orchestra;
- The resources of the Allen Memorial Art Museum, recognized internationally as one of the finest college art museums, with first-rate works by Rembrandt, Domenichino, Monet, Picasso, Kirchner, Rothko, and Lichtenstein;
- An environmental studies program supported by the first entirely solar-powered academic building at any U.S. college;
- An impressive new science center designed to integrate research into every student's coursework and to sustain Oberlin's top national ranking in undergraduate science;
- Six Oberlin graduates who have won the acclaimed MacArthur Award in support of their creative, intellectual, and professional accomplishments;
- A #1 national ranking in computational modeling; in 2005, Oberlin became one of the first liberal arts colleges in the country to install a supercomputer; and
- An alumni body that has earned more Ph.D.s than at any other American college.

Faculty – The foundation of Oberlin's excellence can be found in the quality of its faculty. The Oberlin faculty is dedicated to providing a rigorous and challenging learning environment, reflected in its commitment to undergraduate teaching of the highest caliber. Equally important is the faculty's renown as leading scholars and accomplished musicians and artists, activity that positively contributes to their effectiveness as fine teachers. The student-faculty ratio is 11:1 in the College and 8:1 in the Conservatory, but faculty clearly thrive on their



one-on-one interaction with students. Whether engaged in academic advising, personal mentoring, or a special academic collaboration, Oberlin faculty know their students. In addition, a highly participative form of faculty governance has long characterized Oberlin College and will continue to be an essential part of the vitality of the institution and the engagement of the faculty.

Of the 202 full-time faculty in the College, 71 percent are tenured and of the 72 full-time faculty in the Conservatory, 68 percent are tenured. Overall, 96 percent hold the Ph.D. or terminal degree in their field. Fourteen percent are persons of color. The Oberlin faculty is also comparatively young: close to half have arrived since 1996, and well over half since 1990.

Students – Oberlin students are intensely independent. They actively acknowledge their academic acumen and they celebrate their diversity, creativity, idealism, musical excellence, social engagement, and political involvement. They have long been attracted to a campus environment that challenges them to be intellectual risk takers; one that sparks their interests, cultivates creativity, nurtures diversity, and helps them find ways to make a substantive impact on society in their years beyond Oberlin. Oberlin students embrace differences and are proudly unafraid to take on the complex and the difficult.



This appetite for diversity is expressed through more than 120 student organizations and over two dozen ongoing student ensembles that provide a wide variety of co-curricular activities to serve an impressively broad range of student interests. The extracurricular program includes NCAA Division III sports (11 for women, 11 for men) and 14 club teams and activities, all accommodated by an expansive athletic complex that includes a championship swimming and diving pool, and 22 playing and practice fields. Approximately 350 students participate in varsity athletics and 300 in club sports. A state-of-the-art outdoor track and field facility is under construction.

In an effort to further strengthen students' residential campus experience, options for on-campus housing are being expanded with the creation of new house-style living units accommodating 132 undergraduates and the prospect of apartment-style units for 100 more students to be completed in 2008. At the same time, the popular 600-plus member Oberlin Student Cooperative Association continues to give students a campus-based alternative to more conventional housing and dining arrangements.

Admissions and Financial Aid – Oberlin is a highly selective institution. For the class of 2010, there were

record numbers of new applications in the College and Conservatory, with an admit rate of 37 percent in the College and 27 percent in the Conservatory. The average combined SAT score for this class in the College is 1367, a new high.

Oberlin is dedicated to recruiting a culturally, geographically, and racially diverse group of students. Interaction with others of widely different backgrounds and experiences fosters the effective, concerned participation in the larger society so characteristic of Oberlin graduates. Oberlin seeks students who are talented, highly motivated, personally mature, and tolerant of divergent views. The Conservatory in particular seeks talented musicians with considerable potential for further growth and development. Performance is central to all of the Conservatory's curricula, including music education, history, theory, composition, and technology.

More than \$38 million (over one-quarter of Oberlin's operating budget) is awarded in financial aid each year, sustaining a tradition to support students' socio-economic diversity and to meet their full demonstrated financial need. In the 2006-2007 academic year, approximately 65 percent of students will receive some form of financial aid, resulting in a discount rate of 39 percent. Students in the Conservatory are also recognized for high levels of musical ability through a number of prestigious merit scholarships.

Trustees – Oberlin's Board consists of 30 trustees and the president of the College, who is ex-officio a member. Twenty-one trustees are Board-elected and six are alumni-elected trustees. Three additional class trustees are elected, one from the class most recently graduated and one each from the two preceding classes. The chair of the Board is elected from the membership and serves no more than two successive three-year terms. Four trustees have served more than ten years and over half (16 of 30) have been elected in the last six years. The Board membership, with whom rests the ultimate decisions regarding the College, is engaged strategically in its leadership role and is passionate about Oberlin's welfare and its future. The Board works closely with and supports directly the Oberlin president.

Alumni – The 38,000 member Oberlin alumni family is spread throughout the world and reflects vividly the value of the Oberlin experience. Alumni contributions to a global society can be seen in areas such as music, business, politics, the civic and social arts, and medicine. Oberlin alumni have won Nobel and Pulitzer prizes, Grammy Awards, and the Tchaikovsky Competition.

Oberlin enjoys a strong and engaged Alumni Association that is committed to the concept of lifelong learning. Alumni are actively involved with current students as role models and mentors. The “Alumni in Service to Oberlin College” program brings distinguished alumni to campus each year to speak and interact personally with students. Alumni are involved in recruiting and interviewing prospective students, and volunteering through the Career Services Office. The leadership of the Alumni Association works closely with the Board of Trustees and the administration to provide alumni input on institutional issues and to encourage alumni to support their alma mater.

Staff – The quality of life on the Oberlin campus is enhanced by the daily contributions of an experienced and dedicated administrative, professional, and support staff. From the Center for Information Technology to the Department of Human Resources and from the athletic coaches to the reference librarians, staff leadership takes many forms and staff contributions play a vital role in the life of the College. Sometimes unheralded but consistently essential, Oberlin’s staff is integral to the accomplishment of the College’s goals.

Planning – In the spring of 2005, the Board of Trustees and the faculty agreed formally on a strategic plan that sets forth broad directions that will enable a new president to develop an inspired vision for Oberlin. The plan identifies two overarching and interactive goals: first, to enhance the value – and the perception of value – of an Oberlin education in ways that strengthen and broaden Oberlin’s appeal, serve its mission and values, and strengthen its leadership position and reputation in liberal arts and conservatory education; and second, to attain financial sustainability into the future. A complete

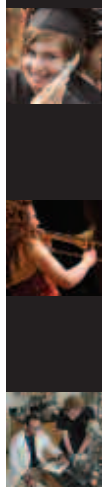
text of *A Strategic Plan for Oberlin College* can be found at www.oberlin.edu/strategicplan.

Finance – Oberlin operates with an annual budget of \$125 million and an endowment of approximately \$700 million. Oberlin’s long-term debt was recently rated Aa2 by Moody’s and Aa by Standard and Poor’s. The annual fund now totals almost \$5 million in current-use support with 37.5 percent fund participation by alumni in 2005-06. Oberlin’s most recent capital campaign raised \$175 million and concluded on June 30, 2004. While these factors indicate a solid footing reflecting Oberlin’s overall financial health, Oberlin has committed itself in the strategic plan to further build the College’s financial capacity and attain long-term sustainability through the enhancement of Oberlin’s revenue streams.

Oberlin’s endowment is large compared to most colleges and universities, but endowment per student remains below the average of its peer group (approximately \$238,000 per student as of June 30, 2006), in part due to the comparatively larger size of Oberlin’s student body and the College’s commitment to student financial aid.

Facilities and Equipment – Oberlin’s facilities are exceptional. One of the nation’s most extensive and finest College library collections includes over 2 million items, most of which are housed in the Mudd Center’s main library complex. In addition, the OhioLINK program provides Oberlin students and faculty with immediate online access to over 45 million more volumes. As noted earlier, the new Oberlin College science center offers the latest design in laboratory, lecture hall, and classroom spaces for integrated teaching and research, the Adam J. Lewis Center for Environmental Studies is a living laboratory in the field of sustainable design, and the Allen Memorial Art Museum is world renowned for the excellence of its collection. The Conservatory’s extensive instrument collection includes one of the world’s largest Steinway collections. The campus is beautifully landscaped and the architecture is striking, including buildings by Cass Gilbert, Minoru Yamasaki, and Robert Venturi.

Over the last several years, Oberlin has invested \$117 million in new construction, renovation, and capital



maintenance. Capital projects currently in planning are a new jazz studies building, three apartment-style living units, and a master plan for residential housing.

City of Oberlin – Founded together in 1833, Oberlin College is inextricably tied to the City of Oberlin, now a diverse community of 8,600 located 35 miles west of Cleveland. The town and the region face substantial economic challenges, and the College has worked successfully with the town's leadership to improve the quality of life. Established in 2000, the Oberlin Partnership is a collaborative effort headed by leaders from both the City and the College, designed to find cooperative and innovative solutions to pressing local issues of education, housing, economic development, and recreation. Included in this effort is a program launched in 2001-2002 that offers full-tuition scholarships to all qualified graduates of Oberlin High School who are admitted to undergraduate study at Oberlin. The new Master in Education program will place 10 graduate students in the local public schools beginning next year. In addition, The Center for Service and Learning at the College coordinates and engages significant numbers of students in community service.

Additional information about Oberlin College can be found at www.oberlin.edu.

OPPORTUNITIES FOR A NEW PRESIDENT

With adoption of Oberlin's strategic plan less than two years ago, the opportunities and challenges in Oberlin's future are fresh in the minds of the community. The broad strategic directions have been set. It will be the vision and creativity of Oberlin's new president that will lead the institution, transforming a statement of direction into new institutional achievements and a record of presidential accomplishment.

Enhancing the Value of an Oberlin Education –

This, the plan's primary educational goal, presents an unprecedented opportunity for the new president to blend creative energy, artful communication skills, and a thorough understanding of Oberlin's distinctive

strengths to formulate initiatives for implementing this important objective.

Specific opportunities for bringing a vision to Oberlin's future include:

- Enhancing collaboration among the College, the Conservatory, and the Allen Memorial Art Museum;
- Strengthening professional development and salary support for faculty, while enhancing their recruitment, retention, and diversity;
- Building community on campus by improving communication, consultation, and collaboration among and between faculty, students, administrators, trustees, and alumni;
- Internationalizing Oberlin by building on its historical international connections and curricular offerings;
- Taking Oberlin to the next stage in its acknowledged leadership in environmental sciences and environmental sustainability;
- Identifying key academic priorities in each division and across divisions.

Broadening and Strengthening Oberlin's Appeal – There is significant opportunity to enhance Oberlin's leadership position and reputation in liberal arts and conservatory education. Building both awareness and recognition of the excellence and perceived value of an Oberlin education among a wide audience, nationally and internationally, is central to a new president's agenda. The president's role is crucial in communicating Oberlin's distinctive strengths and raising the College's profile among friends, donors, prospective students, colleges and universities, and other influential constituencies.

Nurturing Effective Governance Systems – Oberlin's system of shared governance has worked effectively in making organic decisions – that is, evolutionary operating decisions. As Oberlin moves toward strategic decision-making, there is an ongoing opportunity for new and creative thinking to nurture the manner in which Oberlin's governance system works, while recognizing

that the system is complex. The new president will have an opportunity to engage the faculty, administration, students, alumni, and trustees in conversations regarding their respective responsibilities in an effective and efficient shared governance. A new understanding and more widespread agreement about open and effective processes of shared governance and the roles of each constituent group will support the realization of Oberlin's long-term goals.

Embracing the Oberlin Ethos – Whether engaging the campus about a specific objective from the strategic plan or addressing general issues of governance, the president must be excited about and seek to thrive in the culture that is uniquely Oberlin's. On a campus where students and faculty openly voice a diversity of viewpoints, the president must be confident in leading dialogue where dissent is often a sign of institutional strength. In this culture, the president must be able to communicate formally and informally with others and to encourage the campus conversation to deal with Oberlin's achievements as well as its concerns. There is much to celebrate at Oberlin College. The opportunity to embrace the campus culture by dealing with critical issues, solving problems, and building on significant accomplishments is an important component of the new president's agenda.

Enhancing Oberlin's Philanthropic Culture – There is consensus within the Oberlin community about the need to improve the College's resource base. In no other area will the president's ability to build awareness of Oberlin's excellence and to enhance the perceived value of an Oberlin education be more crucial. Whether focusing on the annual Oberlin Fund, nurturing the prospects of major and planned gifts, or initiating the next capital campaign, the Oberlin president will be asked to have a direct impact on fundraising and on improving the College's overall philanthropic culture. Oberlin's trustee and alumni leadership understand the importance of this activity and have pledged their full support and involvement to presidential activity in this area. Engaging external constituencies, setting development expectations, and establishing priorities on which future fundraising will be based are all opportunities awaiting the next president.



Demonstrating Leadership/Practicing Management – The successful Oberlin presidency will require authentic leadership qualities, refined management skills, and financial understanding in order to maximize institutional progress. By a careful process of selection, empowerment, and delegation throughout Oberlin's administrative structure, the achievement of an appropriate balance between leadership and management will enhance presidential effectiveness and will provide an opportunity to accelerate Oberlin's future accomplishments.

Growing Community Relationships – The opportunity to expand an already rich relationship with the surrounding community, including the greater Cleveland area, is consistent with the College's social commitment. The success of the College is bound up with the success of the City of Oberlin and the region. As the faculty continues to go through dynamic demographic change, there are more faculty members with young children, and the quality of the Oberlin public schools and other community resources influences their decisions to live in the community. In addition, by gaining recognition as a regional arts center, the College has the potential to attract residents from surrounding communities to enjoy Oberlin's cultural resources. Civic leaders are eager to find additional mechanisms for planning and programming with the College.



DESIRED ATTRIBUTES FOR OBERLIN'S NEXT PRESIDENT

It has been suggested that an attribute list for the next president of Oberlin should reflect many of the qualities that the College seeks in its students: intellectual acumen, creativity, idealism, breadth of curiosity, and social and civic engagement. A professional reputation for setting high standards and personal characteristics of warmth, integrity, and a sense of humor will all be important. In addition, other specific attributes and experiences are critical. The successful Oberlin president will be:

- A person with a consistent expectation for excellence in people and programs;
- A self-confident and visionary leader, who enjoys relating to a wide variety of people and interests;
- A person who can appreciate the history, culture, and values of Oberlin, and who will implement the educational mission of its Conservatory of Music and its College of Arts and Sciences;
- A strategic and accomplished thinker who values the creative process and the life of the mind, and who will lead by ideas;
- A person of intercultural competence and global perspective, committed to diversity in its many forms and comfortable in celebrating and promoting it;

- An accomplished communicator, prepared to actively engage the Oberlin community in thoughtful conversation and spirited discourse;
- A person with proven abilities to inspire a significantly enhanced philanthropic culture and to generate increased contributed resources;
- A person with a high level of skill in leadership, management, and administration, and an ability to balance those roles;
- A person with sophisticated political skills and intuition, able to galvanize diverse points of view in a complex setting;
- A person who is entrepreneurial and capable of prioritizing, making difficult decisions, and implementing effective change by building trust in a community of sometimes strongly divergent views.

THE PROCESS OF APPLICATION

The Oberlin search committee will begin to review candidate credentials in January and February. In order to receive full consideration, candidates are encouraged to submit their materials of candidacy by the end of February, shortly after which the search committee will begin to narrow the candidate pool. Applications will be received until the position is filled. It is hoped that a new president can begin work on or about July 1, 2007, but a targeted start date will remain flexible in order to yield the best presidential appointment possible.

Dr. Thomas B. Courtice of Academic Search, Inc., is assisting with this search. Nominators or prospective candidates may contact him at tom.courtice@academic-search.com or 614-405-9209. Applications should include a letter of candidacy that responds to the opportunities and attributes presented in this profile, a complete resume, and the names and contact information for five references (for future contact), all of which will be received in full confidence. All application material should be submitted electronically to Oberlin@academic-search.com.

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