

Gettysburg College
Gettysburg, Pennsylvania

Provost

Gettysburg College is a nationally recognized liberal arts college that attracts a highly selective and diverse body of students from across the country and abroad.

Anchored in high intellectual standards and the historical values associated with Gettysburg, the College has taken its place among the very best liberal arts institutions in the nation. Its liberal arts curriculum reflects a strong commitment to student-faculty research, a global outlook, and interdisciplinary inquiry.

The positive momentum of Gettysburg College over the past decade continues to enhance the College's reputation as one of the nation's leading liberal arts colleges. One key indication of this momentum is the increase in academic quality of the student body and the College's strong enrollment management effort. Gettysburg College's enrollment is now 2,650, with the intent to stabilize on-campus enrollment at 2,450. The volume of applications has increased by 32% since 2001, with total applications now at more than 5,400. At the same time selectivity of the College has improved markedly with an admit rate of 37% (2008) compared to 53% in 2001. Although the Scholastic Aptitude Test (SAT) is not required, the average SAT score has increased by 30 points in the past five years. Currently 66% of the students rank in the top 10% of their high school class.

The College awards approximately \$38 million in financial aid each year and has successfully maintained the discount rate while expanding access. The 2010 *Princeton Review* recently named Gettysburg College to the 2010 Financial Aid Honor Roll, which is based on the percentage of students in need who received aid, percentage of need met, and satisfaction of students with their aid.

Among national educators and those who follow higher education there is a sense that Gettysburg College is on the move.

For the sixth consecutive year, Gettysburg College has been named one of the top 50 Best Places to Work in Pennsylvania, by a group of independent agencies in Pennsylvania. Additionally, Gettysburg College was ranked one of the top 10 small colleges to work for in the nation, based on a survey conducted by the Chronicle of Higher Education. The College was recognized as being particularly strong in 17 different surveyed categories, including general job satisfaction, perception of fair

treatment, work-life balance, internal communication, and respect and appreciation for employees.

In 2007, the Board of Trustees approved the *Strategic Directions for Gettysburg College*. The result of an inclusive two-year planning process, the *Strategic Directions* provide a blueprint for creating a bolder, stronger Gettysburg College that will prepare future generations of students for leadership roles in a world of unprecedented global complexity. The themes outlined in the document are: Engagement, Distinction, Access, and Connection. For more information, follow this link to the *Strategic Directions* website <http://www.gettysburg.edu/plan/home/>.

THE COMMUNITY

The College has the dual advantage of being located in a beautiful, historic small town ideal for a liberal arts institution, while at the same time being accessible to the most important cultural centers of the northeast. Bordered on three sides by the Gettysburg National Military Park, the College is located 36 miles from the state capital Harrisburg, 55 miles from Baltimore, 80 miles from Washington, D.C., 117 miles from Philadelphia, and 212 miles from New York City.

Each year, this community of fewer than 10,000 residents attracts nearly three million visitors. In a very real sense, it is not merely a small town in southern Pennsylvania; it is also a place on the world stage that resonates in people's hearts and minds. The new Museum and Visitor's Center at the Gettysburg National Military Park opened in spring 2008. In 2013, Gettysburg College will have an opportunity to take center stage as a participant in the country's 150th anniversary of the Emancipation Proclamation, the Battle of Gettysburg, and the Gettysburg Address.

THE ACADEMIC PROGRAM

The College provides an undergraduate curriculum that is rigorous, balanced, and contemporary. Students select from three baccalaureate degrees and forty-one majors. These are administered through traditional academic departments and a variety of interdisciplinary programs.

In the spring of 2003, the faculty conducted the most significant curriculum reform in nearly forty years. The Gettysburg curriculum's overarching goals are to "develop

lifelong learners who are able to acquire and process information and ideas in multiple ways (*multiple inquiries*), are *integrative thinkers*, are skilled in *communication*, and are prepared for the responsibilities of *local and global citizenship*."

For more information about the curriculum, follow this link:

http://www.gettysburg.edu/about/offices/provost/support_for_teaching/gburg_curriculum/

Currently, the most popular majors are: Biology, English, Environmental Studies, Health Sciences, History, Management, Philosophy, Political Science, Psychology, and Sociology. Among the most popular minors are: Civil War Era Studies, Economics, Education, Political Science, Spanish, Studio Art & Art History, and Writing. In addition, some students design individualized majors which, complemented by offcampus study and a wide variety of internships, allow exploration across disciplines. Fifty percent of the student body will spend at least one semester abroad before they graduate.

Among the vast array of academic and extracurricular offerings at Gettysburg, certain new and distinctive programs now enrich the curriculum.

The Eisenhower Institute (EI) is the College's distinguished center for leadership and public policy. Its offices are located both in Washington, D. C., and in the historic Gettysburg home once occupied by Dwight and Mamie Eisenhower across from campus. The EI combines top-level dialogue among public policy scholars and makers with a premier learning experience for undergraduates.

The EI's programs are open to all students, but each year a select group of undergraduates are chosen as Eisenhower Fellows. They serve on the Eisenhower Institute Advisory Council, act as liaisons for assigned Institute events, and serve as hosts to campus visitors. In fall 2009, the EI launched a new program "Inside Politics," which gives students an opportunity to engage in discussions on current political topics with former presidential historian and speech writer Kasey Pipes and to travel to Washington, D.C., where they have an opportunity to meet key legislators.

The **F. William Sunderman Conservatory for Music** offers three majors: a bachelor of music in performance, bachelor of arts in music, and bachelor of science in music. The conservatory combines a superb music tradition within a leading liberal arts college. Students majoring in music and theater arts use the Majestic Theater, a renovated downtown historic landmark owned and operated by Gettysburg College, as their performance venue. The conservatory's academic programs provide a rich learning environment for students and faculty.

The College's rich historical context creates the backdrop for three distinctive **Civil War programs**: The Civil War Era Studies program, the Civil War Institute, and the Gettysburg Semester. The latter is an immersion program for visiting students from other campuses.

The College is home to *The Gettysburg Review*, a national literary journal whose contributors have included such luminaries as E.L. Doctorow, Donald Hall, and Joyce Carol Oates as well as emerging writers. *The Gettysburg Review* has won many prizes and awards including a PEN/Nora Magid Award for Excellence in Editing.

Research Opportunities

All students at the College are encouraged to participate in a variety of research opportunities designed to enhance their intellectual development. One of the best examples of these opportunities is an intentional collaboration between a student and a faculty mentor on research or creative projects. Adding to a long-standing strength in research in the natural sciences, opportunities for research are now widely found across disciplines. For example, for each of the past four summers, five to ten students have been generously funded by the Andrew E. Mellon Foundation to undertake research projects with faculty mentors. Research projects funded by Mellon grants and other sources have ranged from archaeological digs in Macedonia and analysis of Koranic talismans from 9th century Turkey to climate change research, the neural basis of visual perception, and the genesis of solar wind and magnetic storms at the edge of space.

Students who excel in collaborative research gain a competitive advantage in graduate school admission and in seeking nationally competitive scholarships. In the last five years, students have received a Rhodes Scholarship, nine Fulbright grants, three Goldwater Scholarships, a National Science Foundation Graduate Fellowship, two Deutscher Akademischer Austausch Dienst (DAAD) undergraduate research awards to conduct research in Germany, a State Department Critical Language Scholarship, and an National Oceanic and Atmospheric Administration Ernest F. Hollings Scholarship, among others. Gettysburg students are accepted to some of the most prestigious graduate programs in the nation and abroad and find employment in fields that draw upon their undergraduate expertise.

Service Learning

The College has been an innovator and leader in service learning. The Center for Public Service, called by one reviewer “a national treasure,” provides students with myriad opportunities to participate in service learning: enabling students to make a difference in their immediate community and the world beyond. Gettysburg students contributed almost 28,000 hours of service during the past year in an array of projects ranging from international sites (Nicaragua and Mexico) to domestic sites (including Washington, D.C.; Violet, Louisiana; the Apache Reservation in San Carlos, Arizona; and in Gettysburg and Adams County). Each year, up to 25 faculty engage 350-550 students in 16-35 service-learning courses in a variety of disciplines.

FACULTY

The College has recruited and developed a creative, energetic, and vital community of teacher-scholars. Gettysburg faculty are recognized for their distinguished teaching and for their engagement in all aspects of student learning. They have also published in top national and international journals and have won grants from the National Science Foundation, the National Oceanic and Atmospheric Administration, and the Fulbright Foundation, among others. The faculty traditionally takes a strong role in College governance.

Fully half of the faculty has been recruited within the last six years. The College has more than 210 full-time faculty members, of whom 57% are tenured. The faculty is 44% women and increasingly diverse. Of the tenured and tenure-track faculty, more than 95% have a doctorate or the highest earned degree in their fields. The student/faculty ratio is 11.:1. The average class size is 18 students.

Gettysburg College faculty utilize a variety of resources for scholarly and pedagogical support. Faculty research and other scholarly activities are supported by departmental funds, the Provost’s Professional Papers Fund, and the Research and Professional Development Fund. Support for teaching is available through The Johnson Center for Creative Teaching and Mellon funds for curricular development and faculty/student collaboration. The College has a strong commitment to helping faculty obtain external support and has recently hired a development officer whose role is to assist faculty in procuring grants.

PROVOST'S OFFICE

The Provost leads and provides vision for the College's academic program. The Provost is assisted by a Vice Provost, Associate and Assistant Provosts, and a strong staff in recruiting, retaining, and developing a talented and diverse faculty; supporting a challenging, invigorating, and integrative curriculum; developing and managing a complex budget that serves and enhances the College's academic program; and providing academic support services to all members of the College community.

All academic departments report to the Provost's Office, as do the Academic Advising Office, Off-Campus Studies, Office of the Registrar, and Musselman Library. Additional centers and offices reporting to the Provost's Office include the Civil War Institute, Eisenhower Institute, *The Gettysburg Review*, Johnson Center for Creative Teaching, Language Resource Center, Schmucker Art Gallery, and Sunderman Conservatory of Music.

QUALIFICATIONS & CHARACTERISTICS

The next Provost will be a bold intellectual and administrative leader, with a distinguished record of teaching, service, and scholarship sufficient to be appointed with tenure in an academic department at Gettysburg College. Other key qualifications include:

- ability to articulate a dynamic vision for a residential liberal arts college;
- experience in innovative academic program development and implementation;
- leadership in college initiatives related to interdisciplinary study, co-curricular learning, globalization, service learning, and faculty-supported student research;
- significant faculty hiring, promotion, and tenure experience;
- demonstrable organizational management experience, including strategic budget planning;
- experience garnering external resources to meet academic priorities;
- collaborative, transparent management style;
- commitment to promoting diversity;
- understanding of higher education issues and best practices; and
- strong problem-solving, decision-making, interpersonal, and communication skills.

In addition to the professional qualifications that are required for this position, the Provost should be:

- an energetic, collegial leader, able to serve as counsel to the President and other senior officers;
- innovative and willing to take risks for the achievement of academic excellence;
- an intellectual leader, able to actively engage the academic community in open and collegial debate;
- an informed global citizen;
- able to work effectively and sensitively with diverse populations including faculty, staff, students, alumni, community members, and trustees;
- a good listener, consensus builder, and clear, persuasive communicator;
- willing and able to make difficult and timely decisions; and
- a person of the highest integrity.

CHALLENGES & OPPORTUNITIES

The key challenges and opportunities for our next Provost are:

Curricular Innovation A faculty committee has recently completed a scheduled review of the curriculum and is identifying recommendations for its further improvement. The Provost will lead the conversation on how best to implement these recommendations and develop further assessments to ensure a rigorous and distinctive curriculum. The Provost will work with faculty to articulate and embrace curricular goals, ensuring clear, consistent understanding for faculty, staff, and students. Areas for particular consideration include ensuring adequate financial and physical resources for faculty development and student research and integrating new programs into the broader curriculum.

Faculty Development With many new faculty at the College, the next Provost has the opportunity to lead a new generation of faculty in thinking through the balance of teaching, scholarship, and service. To promote academic excellence, the Provost will clarify expectations for promotion and tenure and create systems for meaningful performance reviews. Additionally, the Provost will help faculty and departments address the opportunities and expectations presented with the recently implemented 3-2 teaching load. Gettysburg College is committed to create a diverse educational community, and the Provost will champion this goal for faculty.

Organizational Management The next Provost will inherit a strong and talented staff and the opportunity to create an organizational structure that better serves the College. To ensure open communication among departments and efficiencies with paperwork, the Provost will identify models of how to use technology and other management tools to facilitate the work of this busy office and its support of faculty.

Strategic Resource Management Gettysburg College continually seeks better ways to allocate and acquire resources strategically, which is particularly important in these difficult economic times. The new Provost will continue to work with faculty to prioritize academic initiatives and clearly and transparently communicate those priorities and decisions to internal and external audiences. As the College plans for its upcoming capital campaign, the Provost will assist in shaping the academic priorities for the campaign and in identifying and cultivating potential sources of support.

FINANCE

Gettysburg College continues to enjoy an extended period of strong student demand, donor support, and balance sheet strength, and has consistently achieved balanced operating budgets for the past several decades. The College's disciplined approach to fiscal management is centered on its 5-year financial forecast and annual operating budget.

The approved operating budget for Fiscal 2010 (June '09 through May '10) approximates \$104.4 million. Operating revenues are comprised of net comprehensive fee revenue (tuition, room and board revenues less financial aid) of \$82.8 million; endowment, trust, and interest income of \$9.1 million; gifts and grants of \$4.0 million, and revenues from other sources, including auxiliary services revenue and other fees of \$8.5 million. The College's comprehensive fee (tuition, room and board) is \$48,050 for Fiscal Year 2010.

Planned operating expenditures are comprised of salary and benefits of \$60.3 million; general operating expenditures (including off-campus programs and contingency) of \$33.2 million; capital renewal and replacement outlays of \$4 million, and anticipated debt service of \$6.9 million.

The value of the College's endowment approximates \$200 million, or \$82,100 per full-time student. The College's long-term debt outstanding approximates \$91.3 million, including \$21 million of debt related to the financing of The Center for Athletics,

Recreation and Fitness and related infrastructure improvements. The College's outstanding debt is rated A2 by Moody's Investor Services and A- by Standard and Poor's.

DEVELOPMENT, ALUMNI & PARENT RELATIONS

The College successfully completed its last major campaign, *The Unfinished Work*, in 2004, raising \$111.3 million and exceeding the \$100 million goal. The campaign total includes the largest gift in the College's history – the bequest of more than \$15 million from F. William Sunderman '19, former chair of the Board of Trustees and honorary life trustee, to establish the Sunderman Conservatory of Music at Gettysburg College.

The College is laying the groundwork for a comprehensive campaign. During the next 12 months, the Development staff will significantly increase outreach and relationship-building activities with alumni, parents, and friends. A stewardship plan will be implemented, donor prospect research will intensify, and a peer/field-screening program will conclude. In addition, the College expects to appoint a Campaign Planning Committee and proceed on the campaign operations plan, refining both the case for support and the campaign communications strategy.

COLLEGE GOVERNANCE & REPORTING RELATIONSHIPS

The College is led by the President, who is appointed by a 39-member Board of Trustees comprising leaders from a range of professions and walks of life. Currently, 30 of the College's trustees are graduates of Gettysburg.

In February 2009, Janet Riggs became Gettysburg's 14th president. A 1977 graduate of the College, President Riggs has been on the Gettysburg faculty for 28 years, most recently serving as Provost and then interim President. A social psychologist, President Riggs received both her master's and doctoral degrees from Princeton University.

Reporting to the President, the Provost serves as a member of the President's Council. Other members of the President's Council include: executive vice president, vice president for college life and dean of students, vice president for development, alumni and parent relations, vice president for enrollment and educational services, vice president for information technology, and vice president for finance and administration.

COMPENSATION Open and competitive

STARTING DATE Negotiable

DEADLINE DATE

The review of credentials will begin immediately and will continue until the position is filled. For best consideration, please submit letter of interest and *curriculum vitae* before November 15, 2009.

CONTACTS

Nominations, inquiries, and expressions of interest should be forwarded, in confidence and preferably electronically, to:

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Or

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For more information about Gettysburg College, please consult its website:
www.gettysburg.edu.

Gettysburg College is committed to creating a more diverse community; as part of that process, the College encourages candidates from historically underrepresented groups to apply.