



Named One of the Best
National Liberal Arts Colleges
in *U.S. News*'
"America's Best Colleges 2017"



Search Prospectus: Vice President for Academic Affairs and Dean of the Faculty

The Search

Austin College (Sherman, Texas) invites nominations, inquiries, and applications as they seek an accomplished and collaborative academic leader with an understanding of and commitment to the liberal arts mission to serve as its next Vice President for Academic Affairs and Dean of the Faculty.

The Vice President for Academic Affairs and Dean of the Faculty (hereafter VPAA) is the chief academic officer responsible for the college's academic mission. The VPAA reports to the President as a member of the Senior Leadership Team and serves as deputy president during presidential absences. The VPAA is the primary liaison between the faculty and the President, Board of Trustees, and other members of the Senior Leadership Team. The VPAA represents the academic program to both internal and external constituencies and collaborates with the Office of Institutional Advancement to secure resources needed to support the academic program. The position additionally oversees key academic activities and offices, including Institutional Effectiveness, Institutional Research, the registrar's office, Abell Library Center, and Information Technology.

Austin College

A private, residential liberal arts college, Austin College is the oldest institution of higher education in Texas operating under its original charter. The college serves 1,300 students on a beautiful 100-acre campus in Sherman, Texas, a community of 40,000 located north of the greater Dallas/Fort Worth metropolitan area, one of the largest and fastest growing areas in the country. Since its founding in 1849 by Presbyterian Daniel Baker, Austin College has maintained an unwavering commitment to the transformative power of liberal arts education.

The college is known for a diverse student body; pre-professional training; interdisciplinary programs; study abroad opportunities; a curriculum in which each student completes a major and a minor (or second major); a Master of Arts in Teaching program; leadership programs; a four-year faculty-to-student mentoring program; student-faculty collaborative scholarship; and the faculty's strong commitment to teaching.



Quick Facts

“A motivated student, willing to forgo memorization of facts in favor of higher order critical thinking skills, will find Austin College an A-1 choice. Those considering graduate school can raise the grade to A+.”

— Barron’s Best Buys in College Education, Tenth Edition

Distinctions

- Phi Beta Kappa
- Remarkable **student diversity**: **43%** of students* are non-white, **1/3** are **Pell Grant-eligible**
- **96%** of 2017 grads finished in **4 years**
- **97%** of grad school applicants **enrolled**
- Growing **graduate school partnership** program (“GATEWAYS”) with Carnegie-Mellon, Boston University, Kansas State, Southern Methodist University, Texas Tech, and many more
- **Posey Leadership Institute** and Award
- Fiske **“Best Buy”**
- Forbes **“Best Value”**
- Princeton Review **“Best Colleges”**
- Princeton Review **“Green Colleges”**

Faculty

- **100** full-time faculty
- **98%** of **faculty** hold **terminal degrees**
- **92%** of faculty **tenured** or tenure track
- **13:1** student to faculty ratio
- **15** students - **average class size**

Experiential Learning

- **January term** courses
- **\$1,000,000** Student Investment Fund
- **Jordan Family Language House**
- **Mock trial, mediation, and moot court**
- **Retail** and **Product Lab** programs
- **2/3** of graduates **study abroad** during college
- **9 of 10** students **volunteer**
- **Model United Nations** program
- **75%** of students complete an **internship**

*Five-year average

Undergraduate Research

- **Austin College Student Scholarship Conference** (ACSC) is in its sixth year in 2018
- **CREATE** (The Center for Research, Experiential, Artistic & Transformative Education) facilitates student research, creative inquiry, scholarship, and professional experience
- **Sciences Summer Research** program
- **Scarborough Summer Research** Program in the **humanities** and **social sciences**

Enrollment (Fall 2017)

- **1,286** undergraduates
- **51%** female, **49%** male
- **48%** ethnic minority
- **75%** of 2017 freshmen in **top 25%** of high school class

Retention (Five-Year Average)

- **83%** of first-year students return for **sophomore** year
- **65%** of first-year students **graduate** within **4 years**

Expenses & Financial Assistance (Fall 2017)

- Tuition and Fees **\$38,825**
- Room and Board **\$12,334**
- **\$30 million** in aid to students per year
- **100%** of 2017 freshmen **received aid**

Student Life

- **70+** clubs and **organizations**
- **80%** of students **live on campus**
- **18 NCAA Division III sports teams** in 2018-2019

Facilities

- Beautiful **100-acre** campus
- **LEED Gold-certified science/math** building (IDEA Center)
- 30-acre **Lake Texoma recreation** area
- **5 nearby field** properties of several hundred acres representing all local **ecosystems**



Mission

The mission of Austin College is to educate students in the liberal arts and sciences in order to prepare them for rewarding careers and for full, engaged, and meaningful lives. Austin College honors its commitment to a heritage that values personal growth, justice, community, and service. An Austin College education emphasizes academic excellence, intellectual and personal integrity, and participation in community life. Austin College affirms the importance of:



- A community that through its size, diversity, and programs fosters lively intellectual and social interaction among persons of different origins, experiences, beliefs, accomplishments, and goals.
- A program that does not discriminate with regard to religion or creed, gender, gender identity, sexual orientation, national or ethnic origin, physical disability, age, or economic status.
- A faculty that acknowledges teaching, sustained by active commitment to professional growth and development, as its primary responsibility.
- A student body of committed learners, actively involved in the programs of the college and in service to the greater community.
- A climate of civility and respect that encourages free inquiry and the open expression of ideas.
- A non-sectarian education that fosters the exploration and development of values through an awareness of the world's religious, philosophical, and cultural traditions.

Location

Austin College is in Sherman, Texas, a 30-minute drive north of the Dallas/Fort Worth Metroplex. A city of 40,000 people, Sherman has the benefits of a small college town with proximity to the nation's fourth largest metropolitan area. The DFW Metroplex provides students, faculty, and staff with easy access to the educational, cultural, employment, and entertainment opportunities of one of the largest and fastest growing areas in the country. Faculty and staff praise the community of Sherman for its high quality of life, low cost of living, and welcoming family feel.



The Sherman community includes an accomplished symphony orchestra as well as a community theatre, parks, museums, and a nearby national wildlife refuge and reservoir that attracts millions of visitors each year. Sherman's school district is celebrated for academic

excellence. In 2017, residents passed a \$176 million school bond. Several major corporations have Sherman facilities, including Texas Instruments, Finisar, Fisher Controls, Tyson Foods, Folgers Coffee, Kaiser Aluminum, and Emerson Process Management. Apple recently committed \$390 million to transform a 700,000-square-foot manufacturing plant in Sherman into the high-tech VCSEL capital of the U.S. Operated by Finisar, the plant will create more than 500 high-skill jobs.

Nearby Dallas/Fort Worth ranks high nationally in population and economic growth. A diverse group of name-brand companies call the region home, reflecting the area's strong fundamentals when it comes to workforce, access, and cost of doing business. Dallas also is home to a thriving convention and tourism industry; professional football, baseball, hockey, and basketball teams; fine restaurants; and numerous museums and performing arts organizations. Texas residents do not pay a state income tax.

Academics

Austin College is committed to excellence in residential, undergraduate, liberal arts education. Faculty and staff describe the college's students as intellectually curious, adventurous, open-minded, and engaged in their communities. The academic program seeks to use a traditional liberal arts education to develop these qualities. Austin College offers undergraduate programs in more than 50 areas of study and a graduate program in education, which can culminate in an M.A.T. in one additional semester after completion of the B.A. degree.

Students at Austin College take four one-credit courses (each equivalent to 4 credit hours) per semester, and complete three JanTerm courses in four years of enrollment. These JanTerm experiential courses may take place on campus or off campus and may involve internships or other career study.

Austin College requires each student to complete both a major and a minor (or a second major). General education requirements are arranged "4-2-2": students complete courses in four different humanities disciplines, two different social science disciplines, and two different science disciplines. Students also are required to demonstrate quantitative competency, competency in a foreign language through third semester, and completion of a quarter-credit lifetime sports course. In 2016, 97 percent of graduates completed coursework in four years.

Students matriculating at Austin College in their first semester register for freshman seminar, Communication/Inquiry "C/I." Students in each C/I section explore a particular topic of interest. The seminar assists each student in further developing abilities of communication and in enhancing skills of intellectual inquiry. The C/I professor becomes the student's faculty mentor for four years.

In Fall Term 2018, Austin College will launch an enhanced writing curriculum developed by a faculty committee and



approved by a super-majority of faculty. Anchored by the newly established Lemuel Scarbrough Center for Writing, this curriculum emphasizes writing skills across the curriculum through a scaffolded approach. Students will take a Foundational Writing (FW) course within their first three semesters and two Advanced Writing (AW) courses in two different disciplines during later years.

In May 2018, the Austin College faculty will complete an 18-month comprehensive review of the general education curriculum. This review will yield renewed commitment to the goals of the Austin College education.

Austin College is consistently ranked among the top colleges in the nation for participation in international study by the Institute of International Education; students are frequently supported in international education pursuits by the Boren Scholarship, the Gilman Scholarship, the Critical Language Scholarship, and internal scholarships.

More than 35 graduates have received Fulbright grants, and graduates have a strong track-record of Peace Corps and AmeriCorps participation. Ninety-seven percent of graduate school applicants are enrolled, and 86 percent of students seeking employment find it within the first year after graduation.



Faculty, Staff, Students, Student Life, Athletics

Austin College faculty are distinguished by their enthusiasm, creativity, and resourcefulness in delivering the best program possible for students. The faculty has recently created new interdisciplinary academic programs in Neuroscience, Public Health, East Asian Studies, Nonprofit Organizations and Public Service, and Global Management. They dedicate themselves to student-faculty collaborative



research and mentoring relationships that extend far beyond coursework and academic advising. Faculty publish regularly in top journals, university

presses, and popular media outlets, often with students. They manage substantive community service projects. They compete successfully for grants from the National Science Foundation, the National Endowment for the Humanities, The Andrew W. Mellon Foundation, and the Henry Luce Foundation. Faculty have been awarded international fellowships such as the Fulbright, sit on editorial boards, and serve as officers of scholarly societies. Ninety-eight percent of the faculty hold a doctorate or other terminal degree.

Faculty report to one of three divisions: Humanities, Sciences, or Social Sciences. Each division is led by a divisional dean, a senior faculty member who has a reduced teaching commitment during this administrative appointment of six years. These three divisional deans work with the VPAA as members of the Academic Affairs Committee and function as an advisory body for the VPAA.

The average class size is 15, and the college has a student-faculty ratio of 13:1. The teaching load for faculty is 3-3, with an additional January term (or January term in May) assignment every other year. Participation in C/I is mandatory for tenure-track faculty beginning in the second or third year of appointment and continues approximately every fifth year thereafter.

The faculty is supported by The Robert & Joyce Johnson Center for Faculty Development and Excellence in Teaching, which fosters lively intellectual dialogue within and across academic disciplines. Nourishing a collegial environment of passionate inquiry and free expression, the Johnson Center supports faculty initiatives, both intramural and extramural, that explore questions fundamental to the continued vitality of the liberal arts tradition at Austin College.



Faculty, Staff, Students, Student Life, Athletics (continued)

Approximately 200 exceptionally dedicated and skilled staff and administrators join the faculty in serving the educational mission of the college. Staff members are organized into the divisions of Academic Affairs, Student Affairs, Business Affairs, Institutional Enrollment, Institutional Advancement, and the Office of the President. Each individual is vital to the mission of the institution, the education of students, and is an integral part of the community.

The Austin College student body is remarkably diverse. Forty-eight percent of the student body represents ethnic minorities. This year, the college matriculated its second minority-majority entering class, in which 53 percent of students identify as non-white. While honoring the institution's covenant relationship with the Presbyterian Church (USA), Austin College cultivates an inclusive atmosphere that supports each student's growth and development regardless of religious tradition. One hundred percent of the most recent class received gift aid. Austin College is one of only six selective liberal arts colleges in the nation that consistently graduates greater than 70 percent of Pell-eligible (low-income) students, compared to an average of just 58 percent at liberal arts colleges overall. This year, 32 percent of undergraduates qualify for Pell Grants. Eighty-eight percent of students come from Texas; 35 states and 11 countries also are represented.

Campus life is a reflection of the college's mission to educate and transform the whole student. More than 70 student organizations meet a wide variety of interests—service, social, spirit, social action, cultural, musical, religious, academic, and special interest—and provide an array of



activities for the campus community. Eighteen independent Greek organizations exist on campus (unique to Austin College, not nationally affiliated). The college sponsors chapters of sixteen honor societies, including Phi Beta Kappa.

Austin College is a member institution of NCAA Division III and competes in the Southern Collegiate Athletic



Conference (SCAC) in 15 of 16 men's and women's teams. The football team is an affiliate member of the Southern Athletic Association (SAA). In the 2018-2019 year, men's and women's polo will bring the athletic teams to 18; these sports will compete within separate conferences. More than 25 percent of students compete in intercollegiate athletics. An array of club and intramural sports complements varsity athletic offerings. The college's mascot is the kangaroo, and our fan base is affectionately called 'RooNation.

Austin College is a close-knit and caring community. Faculty, staff, and students alike are supportive and respectful of one another. This warm and friendly campus environment is a signature feature of life at Austin College and is commented upon by virtually all visitors.



Current Financials

The annual operating budget is \$40 million. As of December 31, 2017, the college's endowment was valued at \$133 million.

Austin College is currently in the quiet phase of a \$125 million comprehensive campaign, *Power Austin College*. To date, \$83.5 million has been raised for a variety of projects, including endowment for scholarships and programs, capital, and operating needs.

President

Steven P. O'Day took the helm as the 16th president of Austin College on October 30, 2017. O'Day received his bachelor's degree in political science from Millersville University and a juris doctor degree from Temple University School of Law. After ten years as a practicing attorney, he left the law to join Franklin and Marshall College in Lancaster, Pennsylvania, where he initially served as head women's soccer coach, taught business law, and was the pre-law advisor. After a rapid series of administrative promotions, he became the Senior Associate Dean of the college. He was then hired as Vice President of Strategic Initiatives and Secretary of Lebanon Valley College in Annville, Pennsylvania, a position he held until joining Austin College as President.



Key Opportunities and Challenges

Guide the evolution of the college's vision of the liberal arts: Student learning is the core of the college's mission. The new VPAA will maintain the college's commitment to the liberal arts tradition while leading the faculty in refining and enhancing academic and co-curricular programs designed to meet the needs of today's and tomorrow's students. Along with the President, the new VPAA will contribute to the national conversation on the future of liberal arts education and spread the story of Austin College.

Lead the faculty: As the Dean of the Faculty, the new VPAA will earn the respect and trust of the faculty through articulate, open communication and appropriately inclusive decision making. The VPAA will guide collaborative and creative innovation by the college's dynamic, engaged faculty, and transparently implement policy.

Respond to changing student needs, characteristics, and desires: The new VPAA will steward the college's academic program while maintaining our commitment to student diversity and continuing the ongoing work of making liberal arts education accessible to historically underrepresented groups. The new VPAA will also seek to enhance diversity among faculty and staff.

Share leadership responsibilities: The college's Senior Leadership Team (President and Vice Presidents) collaborates broadly on major college initiatives. Therefore, in addition to maintaining the excellence of, and guiding any development in, the college's curriculum, the VPAA will work with counterparts on the Senior Leadership Team on the following goals, as directed by the Board of Trustees: grow enrollment, improve retention, champion the distinctive advantages of an Austin College education, and diligently manage institutional resources.

Desired Attributes and Qualifications

Commitment to academic excellence in a small liberal arts college setting: The VPAA must be committed to undergraduate teaching and learning in the context of a residential liberal arts college. The successful applicant will facilitate student opportunities by continuing to bolster already strong programs, while identifying and enhancing areas for growth.

Excellent interpersonal skills: The VPAA must be an excellent communicator with superb listening, consensus-building, and management skills. The VPAA must engage effectively with all college constituencies, and have the warmth and credibility to earn trust, and to inspire faculty and staff.

A track record of facilitative, creative leadership: The VPAA must be skilled at developing partnerships across divisional and functional lines. Success in the position will depend upon effectiveness in strategic oversight, ability to identify and anticipate trends, devising solutions to challenges, and seizing emerging opportunities. The VPAA should be able to promote, participate in, lead, and or represent the college with all internal constituencies, accrediting bodies, and state and national associations.

Advocacy for all of campus, including faculty, staff, and other constituents: Dedication to recruiting, developing, mentoring, and retaining faculty and staff is essential to success in this position. The successful candidate will have a history of supporting and strengthening diversity and inclusion across campus. It is important the VPAA have sensitivity to the need to balance faculty and departmental workloads, institutional needs, and available resources with transparency and equity.

Fluent in management and financial skills: The VPAA will make decisions from carefully evaluated data, including appropriate use of analytical tools that aid financial decision making. The successful candidate will also have a demonstrated understanding of budgeting, resource generation, and financial analysis. This person will be able to allocate resources efficiently and fairly and communicate the rationale behind decisions consistently and transparently.

Qualifications: The new VPAA will have an earned doctorate from an accredited institution; administrative leadership (at the level of dean or above) and experience in higher education; and a successful record of teaching excellence, service, and scholarship in higher education.



The search committee invites applications, nominations, and expressions of interest.

Should you wish to participate in the search as a candidate, please submit a letter of interest and *Curriculum vitae* to:
VPAA@WhelessPartners.com

For more information or to discuss this position, contact:

Lisa J. Marks
Managing Director & Senior Partner

Leyla Kayi
Senior Search Consultant

413.335.6936
VPAA@WhelessPartners.com

Austin College does not discriminate on the basis of age, color, disability, gender, gender identity, national origin, race, religion, sexual orientation, or status as a veteran in the administration of its educational policies and programs, employment policies and practices, enrollment policies and practices, and athletics program, as well as any other College-administered policy, procedure, practice, or program. Reasonable accommodations are made for individuals with disabilities.