



PROVOST AND DEAN OF THE FACULTY

Strongly positioned within the top tier of the nation's best liberal arts colleges ([#36 on the 2019 U.S. News & World Report Best Colleges list](#)), Franklin & Marshall College (F&M) has become a force for transformative change not only in the lives of individual students and the College's student body, but also across the American higher education sector as the national model for the American Talent Initiative.

F&M currently seeks an experienced Provost and Dean of the Faculty to work with the newly installed President Barbara Altmann and other leaders within the community to develop a strategy that will advance the College on its clear, upward trajectory as a leading national liberal arts college. The next Provost and Dean of the Faculty at Franklin & Marshall will be a key member of the senior leadership team and serve as the College's Chief Academic Officer. They will work closely with the faculty, academic staff, two Associate Deans, and other community members to advance the academic mission of the College. Among the top priorities for the next Provost and Dean of Faculty are: advancing initiatives to attract, develop and retain highly talented faculty with diverse backgrounds; supporting faculty governance in creating sustainable curricular change; garnering resources in support of academic innovation and research; and working with campus leaders and other members of the community to ensure that academic initiatives align with the overall strategic vision for the College.

The next Provost and Dean of the Faculty will be an innovative thinker who is able to identify and capitalize on opportunities to advance the academic mission of the College. The ideal candidate will be a visionary leader with a pragmatic approach to change management, as well as an accomplished scholar and teacher, with a demonstrated commitment to undergraduate education and the liberal arts.

THE FRANKLIN & MARSHALL MISSION

Franklin & Marshall College is a residential college dedicated to excellence in undergraduate liberal education. Its aims are to inspire in young people of high promise and diverse backgrounds a genuine and enduring love for learning; to teach them to read, write and think critically; to instill in them the capacity for both independent and collaborative action; and to educate them to explore and understand the natural, social and cultural worlds in which they

live. In so doing, the College seeks to foster in its students qualities of intellect, creativity and character, that they may live fulfilling lives and contribute meaningfully to their occupations, their communities and their world.

LANCASTER: A GREAT PLACE TO LIVE

The campus is located in a residential neighborhood in Lancaster, PA—a vital, historic small city in a larger metropolitan area of over 500,000 residents, with easy access to Philadelphia, Baltimore, New York and Washington, D.C. Lancaster offers both a diverse, urban environment and lush, rolling farmland. Residents enjoy charming historic districts and historical landmarks, a vibrant arts and cultural scene and quality dining and shopping. Journalist [Thomas Friedman lauded Lancaster for its civic innovation](#), and the New York Times also featured its [success as a refugee resettlement area](#). The city was [dubbed the “new Brooklyn” by the New York Post](#) in 2016, and consistently rates highly on [lists of great places to live](#).

A LIBERAL ARTS COLLEGE ON THE RISE

Over the past decade, Franklin & Marshall has bolstered its excellent national and international reputation by strengthening its value proposition for today’s students. The College has enhanced its impressive academic program with a vibrant new approach to general education and with new interdisciplinary major and minor programs such as Public Health and Latin American Studies. Building on the success of its student-centered College Houses, F&M has developed innovative approaches to promoting student success in and beyond college. For example, the College turned the traditional model for career services on its head and created the [Office of Student and Post-Graduate Development](#), which works intensively with students from their first weeks on campus through the years immediately after they graduate and beyond. F&M has also invested in state-of-the-art technology classrooms and new facilities including a new [Student Wellness Center](#), the new multi-purpose Shadek Stadium and the interdisciplinary Winter Visual Arts Center designed by renowned architect [Steven Holl](#).

F&M has also achieved significant national visibility by embracing the American imperative to create college opportunity for talented students from all backgrounds. The College’s [acclaimed “talent strategy”](#) aims to draw exceptional, high-achieving students from the full American mosaic, while simultaneously enhancing the educational experience for all F&M students. These efforts have helped the College recruit a much deeper pool of academic talent and build partnerships with strong schools, networks and college access programs serving low-income communities across the country. As a result, F&M in recent years has:

- Nearly tripled need-based financial aid provided to each first-year class, from \$5.8 million for the Class of 2012 to \$14.4 million for the Class of 2022. Our efforts have also inspired greater levels of philanthropy in support of financial aid. With this expansion of aid, F&M has held tuition, room and board increases below four percent for nine of the past ten years, and has reduced average student debt on graduation by almost 20 percent.

- Set new records for applications, averaging more than 6700 for the Classes of 2020-2022, eclipsing the previous all-time high of roughly 5,600. Approximately 9,500 students have applied for the Class of 2023. This trend has enhanced F&M's selectivity significantly and has strengthened the academic depth of incoming classes, with average SAT scores continuing to rise.
- Increased the proportion of incoming students who are eligible for Pell Grants (many of whom are also first-generation college students) from 5 percent for the Class of 2012 to between 17 and 21 percent for each of the last eight incoming classes. These students are achieving average GPAs and retention and graduation rates comparable to their cohorts as a whole.
- Expanded significantly the diversity of the student body; the Class of 2022 includes 23 percent domestic students of color, up from 11 percent in the Class of 2012.

Building on this success, F&M led the creation of the [American Talent Initiative \(ATI\)](#), funded by Bloomberg Philanthropies, which aims within a decade to increase by 50,000 the enrollment of lower- and moderate-income students at the country's 270 colleges and universities that consistently graduate at least 70 percent of their students. Starting with just 30 founding institutions, already the ATI has grown to more than 100 [members](#), including all eight Ivy League institutions and many public flagships and selective national liberal arts colleges.

The College has also laid the foundation for a successful \$200 million+ fundraising campaign. F&M is now in the first year of the campaign's public phase, having raised \$140 million towards its goal and securing several signature gifts, including the [first eight-figure gift from an alumnus of the College](#) and the [largest-ever gift to endowed financial aid](#).

Significant grants from the Andrew W. Mellon Foundation have enabled F&M to [create a Faculty Center](#) and [expand the diversity of its faculty](#). A substantial influx of donor and foundation investment has also enabled the College to support faculty and curricular development through the creation of several distinctive interdisciplinary academic initiatives:

- The Creativity & Innovation Initiative has sent 13 faculty and professional staff to Stanford's d.school and led to [a new team-taught course in design thinking that was noted in the Chronicle of Higher Education in 2017](#). This academic year, we are teaching four Creativity, Innovation & Design courses, each organized around a core theme such as poverty, mitigating lead poisoning risks in older homes, and climate change. The Initiative has also sponsored two campus-wide [symposia](#).
- The [Humanities Initiative](#) seeks to instill understanding that bridges disciplines, communication skills that enable creative cooperation, and ethical sensitivity for others. With interdisciplinarity, collaboration, and community as its guiding principles, the Humanities Initiative at F&M promotes humanistic inquiry as the core of liberal arts education for the 21st century.
- Most recently, the Endeavor Foundation awarded F&M \$1.5 million to create a new faculty-led Center for Sustained Engagement with Lancaster.

PRESIDENT

Barbara K. Altmann, Ph.D., began as president of Franklin & Marshall in August 2018. A scholar of French medieval language and literature, Dr. Altmann had served as the provost at Bucknell University since 2015.

President Altmann, a native of Canada, received her bachelor's degree with honors in romance languages at the University of Alberta. She earned her master's degree in French language and literature from the University of Toronto, and her doctorate in medieval French language and literature from the same university. Prior to her arrival at Bucknell, Dr. Altmann served for more than 25 years at the University of Oregon as a faculty member in French, director of the Oregon Humanities Center, and senior vice provost for academic affairs.

SHARED GOVERNANCE

A strongly held principle at Franklin & Marshall, shared governance begins with the delegation of responsibility for the academic program to the faculty, and it permeates the philosophy with which faculty personnel and curricular affairs are administered.

The organization of the faculty, its governance structure and the policies affecting it are detailed in the *Faculty Handbook*. It delineates the responsibilities of the faculty to design the College curriculum, to set requirements for degrees, and to advise the Provost and President on appointments, promotions, the granting of tenure, and other issues regarding faculty status and related matters. The *Handbook* also covers such crucial areas as leaves, grievances and academic integrity.

The principal legislative body of the faculty is Faculty Council, an elected committee of four tenured faculty members and one additional member who may be either tenure-track or tenured. Each of the three academic divisions of the College must be represented on the Council, which is responsible for setting agendas for faculty meetings, for creating slates of candidates for elected committees, and for nominating faculty members to appointed committees. Importantly, as the faculty's representative body, Faculty Council is deeply involved in shared governance. It meets regularly with the Provost and President and is expected to convey faculty insights and concerns to the senior administration. In return, the President and Provost routinely inform Faculty Council of important decisions affecting the state of the College, often requesting feedback before dissemination to the faculty as a whole.

By delegation of the Board of Trustees, the Faculty shapes the curriculum and the academic direction of the College, and Faculty Council is the body tasked with maintaining oversight of the College's educational policies. This responsibility is delegated in large part to the Educational Policy Committee (EPC), which oversees the curriculum as well as its assessment to ensure it meets the goals of the faculty and the mission of the College; it also brings new academic program proposals to the Faculty for approval and advises the Provost regarding academic staffing needs. In the spirit of shared governance, the Faculty and the Board of

Trustees communicate regarding academic initiatives through the appointment of the Chair of Faculty Council and a representative from the Educational Policy Committee as two of three faculty representatives to the Board's Academic Affairs Committee.

The Professional Standards Committee (PSC) is the elected faculty body responsible for assessing the status of individual faculty members. It is composed of five tenured faculty members, including one from each division. The Provost convenes PSC meetings, normally sets the agenda, but does not vote on decisions regarding faculty status. Although the role of PSC is advisory to the President and Board of Trustees – PSC communicates its decisions on all cases to the President and Board – it is the expectation that the President and Board of Trustees will concur with PSC decisions except in rare circumstances.

The Budget Priorities Committee (BPC) also illustrates the design and practice of shared governance at F&M. BPC is advisory to the President and deliberates on matters associated with finance and the allocation of resources to promote the College's academic mission. In addition to three tenured faculty members (one of whom is chair), BPC includes the Provost and the Vice President for Finance and Administration, two students, and two professional staff members (one exempt and one non-exempt), ensuring that different institutional constituencies have input regarding the financial status of the College. The faculty chair of BPC is also one of the two faculty representatives to the Board of Trustees' Finance Committee.

ACADEMIC LIFE

Franklin & Marshall College offers a challenging, comprehensive and enriching academic program for its students. Encouraged by a community of engaged scholars and teachers, students select from a broad array of academic disciplines—currently numbering 59 distinct fields of study—and often pursue their own research projects as they create individual paths to knowledge.

Franklin & Marshall is distinguished by the value placed on research as a fundamental element of undergraduate education. The cornerstone of the F&M educational experience is students working side-by-side with faculty who want to help them test ideas, not just talk or read about them. At F&M, our students can experience what others must wait until graduate school to pursue. It is a core part of what we do, in the belief that students who learn early to confront the complex issues of today's world are well positioned to become the leaders who solve everyday problems in whatever path they choose in life.

More than 60 percent of F&M seniors participate in an independent study or other one-on-one for-credit experience such as a directed reading or tutorial, a far greater proportion than at other leading national liberal arts colleges. Twice each academic year—in October and April—students present the results of their research projects during an undergraduate Research Fair. Our students develop intellectual skills and have real-life experiences that serve them well beyond graduation.

In addition to a wide array of awards, memberships in national honor societies, including Phi Beta Kappa, and other forms of recognition for outstanding achievement, the College offers significant financial support for student-faculty collaborative research from a variety of sources. Some of the most prominent research fellowships and opportunities include:

- Hackman Scholars, of which there are approximately 70 each year, provide students with \$5,000 stipends to work on advanced summer research projects with faculty;
- Leser awards in the natural sciences and Nissley awards in other disciplines support student-faculty research. Leser, Nissley and Hackman awards also enable students to become published co-authors of scholarly papers;
- The [Millport Conservancy](#), a 100-acre nature preserve in Lititz, Pa., provides learning opportunities for the College's Biology, Environmental Science, Geosciences and Environmental Studies programs.

The Faculty

An extraordinary asset for Franklin & Marshall is its accomplished community of scholars, who exhibit remarkable commitment to their students, in and out of the classroom. Year after year, students praise the accessibility of their professors and cite individual faculty members who made a critical difference to their intellectual and personal growth. It is not unusual for alumni to stay connected to favorite faculty members throughout their lives.

The 271 members of the faculty (240 full-time and 31 part-time) are led by the [Provost](#), who also serves as Dean of the Faculty. The 2018-19 tenure-track or tenured faculty consists of 90 women and 104 men, reflecting the College's commitment to gender equity. There are 77 professors, 70 associate professors, and 47 assistant professors (including instructors who have not yet completed their terminal degree). Of current tenure and tenure-track faculty, 12 percent identify as belonging to the community of color. The teaching load is 3/2, and the College has made a concerted effort to rely on non-tenured or non-tenure-track faculty as little as possible, increasing the number of tenure-track lines by 25% since 2007. While the majority of these were associated with student enrollment growth, F&M has lowered its student-faculty ratio to 9:1. Associated with these new faculty lines are new majors in public health, Italian studies, film & media studies, computer science and women's, gender and sexuality studies, as well as the addition of language programs in Chinese and Arabic.

Over the last several years, the faculty has also engaged in significant conversations about the role, rights and responsibilities of hybrid and contingent faculty in an effort to ensure equitable treatment for all faculty. These discussions have led to the creation in 2017 of the title of Teaching Professor, for educators in hybrid faculty/ administrative positions who have more than three years of service in our classrooms. Teaching Professors are eligible for promotion at prescribed intervals and undergo the same kind of evaluation of their teaching by the Professional Standards Committee as tenure-track and tenured faculty, but have no obligation for scholarship, creative work or knowledge creation. Conversations about extending voting rights and committee service obligations to Teaching Professors are ongoing.

The F&M faculty is also currently engaging in a period of self-examination about the College's process and standards for tenure and promotion. During the course of these conversations, faculty agreed that it would be valuable to conduct a comprehensive review of both the criteria for advancement and the evaluations procedures at all stages of a faculty member's career. Faculty Council thus agreed to form an ad hoc Faculty Evaluation Task Force that will examine F&M's system of annual reviews, interim reviews, tenure, quadrennial reviews, and promotion. Over the next two years, the task force will consider changes in criteria and standards at each stage to reflect the balance among teaching, research and service appropriate to each rank and will seek to increase the transparency and clarity of evaluation policies and procedures at each stage.

In Fall 2013, with a \$700,000 grant from the Andrew W. Mellon Foundation, F&M created a [Faculty Center](#) to catalyze pedagogical innovation, foster community and support the faculty's professional development across the full arc of a career. [The Center is led by a full-time director](#) and benefits from rotating Faculty Center Fellows drawn from the faculty and an Advisory Board in developing its programs each year. Located in the Shadek-Fackenthal Library, the Center hosts a wide array of [workshops and events](#) each year, including outside speakers, pedagogical workshops, writing groups, post-sabbatical research talks, orientation programs for new faculty, and informal social gatherings. An \$800,000 grant from the Andrew W. Mellon Foundation in spring 2017 is supporting a series of initiatives to expand faculty diversity and the diversity of perspectives in the College's curriculum.

The College has invested significant resources in heightened [support for faculty research](#) and has created an Office of College Grants to support faculty as well as institutional grant seeking. Junior faculty may apply for a research leave of one semester at full pay with the option of a second semester of unsalaried research leave in which fringe benefits are continued. The sabbatical policy for post-tenure faculty has recently become more generous, with one semester at full pay every seventh semester, or one year at 75 percent pay every sixth year. The College is also committed to a multi-year plan to enhance faculty compensation, in consultation with the Faculty Council, the Budget Priorities Committee, and the Faculty Compensation Committee.

Faculty scholarly productivity is reflected in the number of scholars who receive distinguished awards annually from numerous sources. In recent years, faculty members were awarded significant grants and fellowships to advance their scholarship from prestigious public and private sources such as the National Science Foundation, the National Institutes of Health, the National Endowment for the Arts, and the National Endowment for the Humanities. Major institutional grants to support faculty and curriculum have been awarded by the Andrew W. Mellon Foundation, the Howard Hughes Medical Institute, the Carpenter Foundation, the Camille & Henry Dreyfus Foundation, the Sherman Fairchild Foundation, the Hyman Foundation, the Teagle Foundation, and the American Chemical Society Petroleum Research Fund. External research funding in FY17 totaled \$2.6 million. Seven colleagues have won NSF CAREER awards in the past decade.

The Curriculum

The Franklin & Marshall curriculum provides a framework for our students' intellectual development over their four years at F&M and helps them become the creative, innovative, responsible and ambitious participants in learning they need to be to best prepare for life and work beyond their years in college. Between 2011 and 2013, the faculty collectively worked to re-imagine F&M's general education curriculum, with a new approach enthusiastically approved in Spring 2013 and launched in Fall 2014.

Called "[Connections](#)," our curriculum encourages students to strive beyond traditional boundaries and limits and to make connections: connections across what might be considered typical structures of study; connections between theory and practice; connections between other students and faculty; and connections between their liberal arts education and the world. Examples of the synergies inspired by the Connections curriculum include a group of students studying government, anthropology, economics and public health coming together to explore how to prevent a disease from crossing national borders, and another group of students studying sociology, computer science and world history working side by side to investigate the origins of issues of terrorism and national security to try to inform solutions.

We seek to build in our students the ability to discover, to understand the limits of knowledge and the value of evidence, to debate respectfully with others, to refine in themselves a sense of judgment, and to analyze critically, speak persuasively and listen attentively. Establishing this foundation in early seminars prepares students to do in-depth exploration in whatever major they choose.

Students are introduced to the Connections curriculum in three phases, first participating in intimate, intensive seminars where they become members of F&M's intellectual community and learn the practices of critical analysis, research, writing and civil debate that will help them achieve their academic goals. In the second, "Exploration" phase, students complete courses among the traditional divisions of inquiry in the liberal arts, including the arts, humanities, social sciences, and natural sciences, in addition to language study and exploration of the non-western world. Courses in each area have goals specific to their area(s) of focus. Finally, in "Concentration," students choose a major, gaining depth and breadth within a specific field. At F&M, focus on a major field of inquiry allows students to pursue advanced work, which may include independent study and original research.

F&M offers 59 fields of study spanning the breadth of traditional liberal arts disciplines and including many distinctive interdisciplinary programs, including biochemistry and molecular biology, scientific and philosophical studies of mind, Africana studies, international studies, and business, organizations and society. In recent years, the College has created new major programs in computer science, film & media studies, Italian, public health, and women's, gender & sexuality studies. More than 20 percent of F&M students build a unique educational experience tailored to their interests by declaring more than one major or designing a Special Studies or joint major.

Internationalization

To prepare for global citizenship, students acquire intercultural knowledge and, in some cases, intensive language immersion through more than 200 approved [off-campus study programs](#). The number of students participating in summer, semester or year-long programs prior to graduation is approximately 50 percent. Most benefit from off-campus study advisers who provide one-on-one mentoring to guide students towards meaningful integration of the abroad experience into the overall education experience at F&M.

The College owns the [Advanced Studies in England](#) (ASE) program based in Bath, England, and faculty regularly teach in Bath with ASE. F&M also boasts a vibrant [Summer Travel Course](#) program, offering faculty the opportunity to teach abroad, and providing students and faculty with an intensive, high-impact teaching and learning experience. Previous Summer Travel Courses have taken place in Russia, Italy, South Africa, China, Denmark and Cuba. Financial aid is available for these opportunities.

With a view that competency in a foreign language helps students develop an informed and thoughtful awareness of language as a system and facilitates their exploration of other cultural worlds, the faculty has determined that language study should be at the core of the College's expanding international focus. Evidence of this attention is the addition of Arabic and Chinese language instruction. The College now offers 11 languages, and all students are required to demonstrate third-semester proficiency in a foreign language.

The goal of internationalization is aided by the recruitment of a healthy percentage of international students. International students now make up roughly 18 percent of the total student population. The College offers support to international students as well as faculty interested in exploring new pedagogical strategies to best serve an internationalized student body.

Libraries and Information Technology

[The College Library](#) offers two recently updated physical locations: the [Shadek-Fackenthal Library](#), with flexible classrooms, instructional technology, reservable study spaces, the Faculty Center, and 400,000 volumes as well as physical and streaming media on all subjects; and the [Martin Library of the Sciences](#), home to the College's Archives & Special Collections, open and reservable study spaces, tutoring services in the sciences, and more than 45,000 volumes in related areas.

Research assistance, information literacy classes, digital scholarship support and scholarly communication expertise puts the staff of the College Library at the forefront of contributing to student and faculty success, as outlined in its [mission and strategic plan](#). The College Library is an active member of the Oberlin Group of College Libraries, the Pennsylvania Academic Library Consortium and the Pennsylvania Consortium for the Liberal Arts.

Franklin & Marshall was one of the first American campuses to introduce wireless networking, in partnership with Apple Computer, and recently completed a comprehensive update of its wireless network including coverage of outdoor areas where students often gather and study.

Today, nearly 100% of F&M's classrooms are technology-enabled teaching spaces. There are also public access computing facilities on campus where all students have access to F&M-provided computers, including both campus libraries and the Kreisel Innovation Zone on the lower level of the [Patricia E. Harris Center for Business, Government & Public Policy](#). These public computing spaces make available specialized software that students may not have on their personal computers such as statistical, mathematical and analytical applications. In addition to the public access computers, many of the academic departments have special-purpose computing labs.

Franklin & Marshall uses Canvas, a web-based course/instructional management system for online delivery of course-based instructional materials. Information Technology Services (ITS) provides general assistance to the campus community in the use of all information technology resources and maintains a service desk located in the Kreisel Innovation Zone on the lower level of the Harris Center. The Technology Lending Center also is located there; it makes a range of equipment—from cables, adapters and other peripherals to computers, cameras and projectors—available for short-term use.

“Third Spaces” For Learning

The College has created many “third spaces,” environments neither academic nor residential, but comfortable and inviting hybrids that stimulate intellectual discourse. Among our third spaces are the following:

[Philadelphia Alumni Writers House](#)

A community of readers and writers flocks to the 3,600-square-foot Philadelphia Alumni Writers House, a hub of curricular and programmatic innovation on campus and in the city. The Writers House features programs and workshops ranging from creative writing to academic scholarship, experimental fiction, and broadcast media and journalism. It also hosts readings and intimate craft talks with eminent and emerging authors, supports student-initiated literary programs and publications, and brings visiting writers into the Lancaster City Schools. Since its inception in 2004, the House has hosted more than 200 guests offering a wide variety of readings and literary presentations.

[Klehr Center for Jewish Life](#)

Many of the College's Jewish students find Hillel to be a source of cultural and religious community and fellowship. [F&M Hillel](#) is a nationally recognized chapter known for its vibrant student programming. The 6,500-square-foot Klehr Center for Jewish Life provides the chapter, as well as student and faculty groups of all kinds, flexible spaces to relax, study, meet, prepare meals in the kosher kitchen, dine, observe holidays and worship. Opened in 2008, the Klehr Center provides an alternative teaching and programming space for the Judaic Studies Program.

[Joseph International Center](#)

Built in 2006, the Joseph International Center welcomes members of the College community to intellectual, artistic, cultural and culinary exchanges. Through programs and activities, the Center enables students to think, live and act as global citizens. Located within the Joseph International Center, the [Office of International Programs](#) opens doors to cross-cultural experiences for F&M students who choose to study abroad, and for students who come to campus from around the world. The [International Studies Program](#) provides an intellectual framework for students who seek to develop knowledge of the world, understanding of global issues, and the skills necessary to contribute meaningfully to their communities.

[The Common Hour](#)

In the spring of 2010, the College instituted “Common Hour,” a weekly gathering of the entire campus community (each Thursday at 11:30 a.m. when classes are in session) for events of broad interest. Common Hour programs include discussions and presentations about international, national, local or institutional issues, distinguished lectures, entertainment, etc. Examples of recent programs include Kareem Abdul Jabbar speaking about “Searching for a New Equality Beyond Black and White,” Chief Scientist of the Rocky Mountain Institute Amory Lovins on “Astonishing Energy Futures and the Future of Global Change,” and U.S. Inaugural Poet Richard Blanco reading from his acclaimed work.

The College Houses

Another signature component of academic life at Franklin & Marshall is the [College House residential community](#), established more than a decade ago. These are not dormitories, but lively centers of intellectual, extracurricular and social engagement governed by the students who live there. F&M’s College Houses are dynamic spaces where students and faculty are encouraged to continue conversations begun in the classroom, lab or office—adding an important and distinctive dimension to the overall living and learning experience at F&M.

All first-year students are assigned to one of five college houses—[Bonchek](#), [Brooks](#), [New](#), [Ware](#) and [Weis](#)—and remain affiliated with their house for life. Sophomores, juniors and seniors can choose to live in their respective houses, as well, which leads to a diverse mix of students, ranging in age and outlook, living and working together. House assignments are based on the interest students express for their first-year Connections course, a seminar-style learning environment. The seminars set the pattern for the year to come—a vibrant intellectual life that does not restrict learning to the classroom.

Each House hosts a faculty mentor (Don) and administrative facilitator (Dean), who partner to create events that bring faculty, students, alumni, distinguished visitors and professional staff together for lively discussions and social interactions that break the barrier between classroom and student residence. The Provost oversees the selection and mentoring of all College House Dons, and partners closely with them and with the Vice President and Dean of Student Affairs in shaping the College House experience at F&M.

In 2015-2016, the College undertook a decennial review of the College House system's impact, resources, operations and integration into the life of the campus community, looking toward the next 10 years of its development. The self-study was complemented by an external review and highlighted the many strengths of the system and ways in which it is flourishing and serving F&M's students well, particularly as a launch pad for their four-year experience at the College. Following the review's recommendations, F&M is now working to shape further the roles and responsibilities of the Dons and Deans and ensure that the benefits of the system are enjoyed consistently and equitably across the different College Houses.

The Arts

An essential component of life at Franklin & Marshall is the arts, celebrated through performances, concerts, exhibitions, readings, the publication of literary magazines and essays. The music program includes course offerings in music theory and music history and culture, and a wide variety of ensembles and private lessons. Each year, the College sponsors both student and touring professional theatrical performances, impressive in scope and quality. The College's dance program sponsors full-scale dance productions, as well as performance exchanges with dance programs at area colleges. Arts venues include:

- The [Roschel Performing Arts Center](#), which includes the 305-seat Schnader Theater;
- [Ann & Richard Barshinger Center for Musical Arts](#), a 500-seat concert hall with outstanding acoustics;
- The Green Room Theatre, a 205-seat theater arranged as a flexible black-box space;
- The [Phillips Museum of Art](#), which includes the Nissley Gallery, displaying objects from the College's permanent collection; two exhibition galleries; and the Curriculum Gallery, offering classroom space and showing faculty and student works;
- In 2018, the College began construction of the [Susan & Benjamin Winter Visual Arts Center](#), which will dramatically enhance F&M's academic program and contribute to Lancaster's vibrant arts culture. Designed by world-renowned architect Steven Holl, the new 35,000 square-foot facility will be almost double the size of the former Herman Arts building. The four-level Winter Visual Arts Center will include a wide range of teaching studios, a state-of-the-art cinema, classrooms, galleries managed by the Phillips Museum of Art, student and faculty work spaces and space for digital and analog film production and editing. The building is scheduled to open for the spring 2020 semester.

ADMISSION AND FINANCIAL AID

As a national liberal arts college, Franklin & Marshall is highly competitive in [admission](#). The College's roughly 2,400 students currently represent 47 states and 47 countries. During the last five years, in particular, the student body has grown increasingly diverse in thought, religion, race and socioeconomic background. The [Class of 2022](#) comprises 23 percent domestic students of color, up from 11 percent in the Class of 2012, and the proportion of incoming

students who are eligible for Pell Grants—many of whom are also first-generation college students—has jumped from five percent for the Class of 2012 to between 17 and 21 percent for each of the past eight incoming classes.

The recruitment of a more diverse student body of higher ability can be traced, in large part, to F&M's strategic decision in 2009 to transition to a practice of awarding financial aid based solely on need. The College has more than doubled its total financial aid budget in the last eight years, to a 2018-19 high of \$58 million, up from \$25 million in 2009. The average need-based aid award at F&M is now \$52,700 (grants, federal loans and work study), and the College meets the full demonstrated need of our students. More than half of students (54 percent) receive some form of need-based aid. Now in the first year of its public phase, the institution's capital campaign has made growing the financial aid endowment one of its top institutional priorities.

Interest in F&M continues to grow among high school students in the U.S. and overseas. The College has set new records for applications, averaging over 6,700 for the past three years, and approaching 9,500 for the Class of 2023. F&M has formed strong relationships with schools and college access organizations across the country, such as the POSSE Foundation, KIPP, Achievement First, and College Match, to recruit and enroll a talented and increasingly diverse student body. The College has also contributed to efforts to promote college enrollment among rural students via the [Pennsylvania College Advising Corps](#). Franklin & Marshall takes pride in the degree to which students of all backgrounds are integrated fully in the life of the campus.

By sharpening its focus on demographic challenges (first generation/first to college, middle class, and broader geographic reach), as well as boosting the yield rate and making financial aid packages more competitive, F&M continues to enhance the quality of its student body and its competitiveness with aspirant colleges. The average SAT score for the entering Class of 2022 was an all-time high of 1346.

MIDDLE STATES RE-ACCREDITATION

Franklin & Marshall College is accredited by the [Middle States Commission on Higher Education](#). We began our self-study for our decennial reaccreditation in the spring of 2016 in preparation for the external team visit in Spring 2019. Seven working groups, one for each of Middle States' seven standards, drafted individual chapters of the College's self-study. During 2018, the steering committee reviewed and commented on these drafts and created a unified self-study document that was made available for review by Senior Staff, the Board of Trustees and all faculty and professional staff. The self-study and all accompanying materials have been submitted and we are eager to welcome the external visiting team on March 17-20, 2019.

THE ADMINISTRATION

The [President](#), who is a voting trustee, is responsible for the administration and management of the College. The President receives authority from the [Board of Trustees](#), provides institutional leadership and shares governance responsibility with the faculty.

Reporting to the President are the other officers of the College: Provost and Dean of the Faculty; Vice President and Dean of Student Affairs; Vice President for Finance and Administration; Vice President for College Advancement; Vice President and Dean of Admission and Financial Aid; Vice President for Communications; Vice President for Planning; Vice President and Chief Information Officer; General Counsel and Deputy Chief of Staff; and the Chief of Staff and Secretary of the College.

The administration, faculty and students are supported by approximately 650 full-time and part-time professional staff members. The College enjoys positive relations between faculty/staff and administration/Trustees and has a well-educated workforce. Approximately 39 percent of the faculty and staff have been with the College 10 years or more.

CAMPUS AND COMMUNITY PARTNERSHIPS

Lancaster is one of Franklin & Marshall's greatest assets—a small, vibrant city with a lively cultural scene and myriad opportunities for students to live, learn and serve. Lancaster is one of the oldest inland towns in the United States, and with a current population of approximately 60,000 ranks eighth in population among Pennsylvania's cities.

[Lancaster City](#)—already one of [U.S. News' Best Places to Live \(#32\)](#) and [Best Places to Retire \(#1\)](#)—continues in the process of recreating itself. Particularly since 2005, when the creation of "Gallery Row" solidified the status of Lancaster as an arts destination, there has been a growth of specialty shops, boutiques, restaurants, bars, clubs, and other reinvestment in downtown institutions and locations. All the while, the arts community continues to thrive and expand.

F&M values its relationship to the Lancaster community and strives to communicate openly about initiatives that may affect its neighbors. Significant partnerships include:

- The [Lancaster City Alliance](#), created by Franklin & Marshall and Lancaster General Health, along with a consortium of local businesses and community members, has improved the quality of life around campus and across the city by focusing on economic development, safety and community empowerment.
- The [Ware Institute for Civic Engagement](#), which prepares students to take responsibility for communities, government and society, has forged scores of partnerships with community organizations, providing a wide range of service and learning opportunities for hundreds of students.
- [Squash ACES](#) is an innovative after-school program created by the College that uses the sport of squash to boost academic achievement among Reynolds Middle School students in the Lancaster School District.

DOWNTOWN LANCASTER

Downtown Lancaster, within walking distance of campus, is a hub of art galleries, historical buildings, cafés, restaurants and nightspots. In the heart of the city is [Central Market](#), the oldest continuously operating farmers market in the United States. Once a month, Lancaster Arts hosts “[First Fridays](#),” for which Franklin & Marshall is a long-running co-sponsor, drawing crowds from around the region to enjoy the city’s galleries, shops and restaurants. Some 90 venues extend their hours for the evening, and many also provide refreshments and entertainment for visitors.

Just off campus is [Clipper Magazine Stadium](#), home of the Lancaster Barnstormers, the city’s independent league baseball team. A 90-minute drive from Philadelphia, Lancaster is also accessible via Amtrak and two nearby regional airports.

THE NEXT PROVOST AND DEAN OF THE FACULTY

The Provost and Dean of the Faculty is the chief academic officer of the College. They will oversee, support, mentor and evaluate an increasingly diverse faculty in their roles as teaching scholars, function as the academic voice for the College, both internally and externally, and play an active role in establishing the overall strategy for Franklin & Marshall. Their particular area of emphasis will be the academic program, but they will be recognized as a leader across the institution. The Provost and Dean of the Faculty will be a key strategic partner to President Altmann and will join a vigorous, creative and highly accomplished senior leadership team that is eager to work with a new colleague who brings to the team professional experience and vision in academic leadership.

The Office of the Provost is responsible to the President and the Board of Trustees for the elements of the core academic program, including: faculty personnel matters, including recruitment, faculty evaluation and development, and promotion and tenure; the curriculum; the Faculty Center; the Catalog; the Registrar's office; the College Library; the Office of International Programs; the Phillips Museum of Art; the Floyd Institute for Public Policy; academic grants, internal and external; faculty-led academic and co-curricular programs; academic space planning; the academic calendar; academic and academic support budgets; and faculty governance implementation. The Provost also serves as Middle States Association liaison.

The Provost has 15 direct reports, including two associate academic deans; the College Librarian; the Associate Dean for International Programs; the directors of the Faculty Center and the Writing Center; the Director of Faculty Diversity Initiatives; the Director of the Phillips Museum of Art; and other professional staff. The Vice President and Dean of Student Affairs—who is responsible for areas including the College House system, student affairs, and athletics and recreation—also works closely with the Provost while reporting directly to the President.

The Provost works regularly with Faculty Council, chairs the Professional Standards (tenure and promotion) Committee, and either the Provost or the Provost's designee serves on the Educational Policy Committee and the Budget Priorities Committee. The Provost is the lead staffer of the Board of Trustees' Academic Affairs Committee and attends and supports the work of other Board committees as required.

The next Provost and Dean of Faculty will be expected to undertake the following:

- Assume primary leadership for the core academic program, including the curriculum.
- Provide leadership and oversight of faculty personnel matters: recruitment, retention, faculty evaluation, development, promotion and tenure. This will include a vision for ways in which F&M can regularize, recognize and support different kinds of teaching faculty, as well as engaged partnership with the ad hoc Faculty Evaluation Task Force.
- Spearhead institutional efforts to diversify the faculty and to support a more diverse faculty well.
- Mentor untenured faculty through the tenure process with consistency and advise tenured faculty through the promotion process.
- Guide faculty as they forge a productive balance among their multiple commitments as members of a liberal arts college community, among them teaching, research, governance and support for wider institutional initiatives. This includes support for the work of the Office of Admission and the Office of the Vice President and Dean of Student Affairs.
- Support and guide faculty initiatives at a time of dynamic change in the liberal arts at Franklin & Marshall and nationally. Ongoing faculty initiatives include the Creativity & Innovation Initiative, the [Humanities Initiative](#), the Future of Science Initiative, and the 20.20.20 Initiative.
- Guide an assessment program that meets institutional needs and is appropriate to the mission and culture of an institution that prizes traditional liberal arts as well as pedagogical innovation.
- Work with the President, the Vice President for College Advancement, and volunteer leaders to lead and shape initiatives rooted in the College's academic mission and programs as part of our comprehensive campaign.
- Work with the faculty, the Vice President and Dean of Student Affairs and College House dons to advise, mentor and teach a new cohort and generation of students who are more international, more diverse and seemingly more likely than past generations to view the value of their education as instrumental.
- Provide strategic leadership to the College's budget and planning processes.

Challenges and Opportunities

- Sustain and enhance our long tradition of an exceptional undergraduate liberal arts education that is one of the oldest in the country.
- Work creatively on behalf of Academic Affairs at a college that competes at the highest level with more richly-endowed schools.
- Embrace and work effectively in both facets of the position, namely as Provost and as Dean of the Faculty.
- Shape the future of the professoriate at F&M at a unique inflection point in the institution's history, as we remain true to our deep commitment to tenure lines and strive to create an equitable and inclusive work environment for a range of teaching faculty.
- Lead and support professional development opportunities for our outstanding faculty.
- Lead and support our strong working relationships with outside constituencies, including our vitally important connections with Lancaster City and County (and the new, grant-funded Center for Sustained Engagement with Lancaster).
- Help lead the strategic-planning process in which the whole campus will engage during academic year 2019-2020.
- Plan for the future of academic facilities at F&M in collaboration with the Vice President for Finance and Administration and the Vice President for Planning.
- Sustain and enhance our commitment to recruiting highly talented students from all points of origin.
- Work closely with the president and senior team on coherent, consistent decision-making on behalf of the College.
- Support and participate in our fundraising campaign, *Now to Next: The Campaign for Franklin & Marshall College*.
- Help raise the national and international visibility of the College for its academic excellence.

Qualifications and Personal Characteristics

Candidates will have distinguished records in teaching and scholarship and will have demonstrated a progression in significant leadership in a higher education setting. Qualifications for the position include an earned doctorate or its equivalent, significant academic and administrative experience, and appreciation of the mission and values of a liberal arts college devoted to excellence in scholarship and teaching. Proven ability to work effectively and collegially with the various internal and external constituencies of a complex organization is essential.

The Provost and Dean of the Faculty will be a dynamic, visionary leader who has demonstrated qualities of intellectual depth and vigor, and will be skilled at communicating the aspirations, needs, and achievements of a liberal arts college to internal and external constituencies.

Successful experience in the following areas is required:

- Demonstrated effectiveness as an academic administrator in position(s) of significant responsibility.
- Demonstrated excellence in teaching and scholarly or creative endeavor with the credentials to be granted tenure as a full professor.
- Demonstrated ability and willingness to represent the interests of the faculty to other constituencies, such as professional staff, administrators and the Board of Trustees.
- Demonstrated ability to serve as a decisive leader relying on a consultative, collaborative, transparent style, and readiness to nurture these qualities in deans, department chairs and other academic administrators.
- Demonstrated commitment to undergraduate education in a liberal arts environment.
- Demonstrated commitment to shared academic governance.
- Knowledge of AAUP policies and best practices.
- Demonstrated ability to work with senior staff to establish strategy and chart the overall course of the College.
- Experience serving on a tenure and promotion committee is highly desired.

The Provost and Dean of the Faculty should also be:

- Conversant with the rapidly evolving national climate for higher education, a passionate advocate for small liberal arts colleges, and skilled at creating a vision for an institution that embraces the aspirations of the current faculty and administration.
- Able to articulate to academic and non-academic audiences a clear academic vision for the College in the context of a comprehensive campaign.
- Skilled at consensus building.
- Willing and able to make difficult and timely decisions with fairness, compassion, and objectivity.
- Efficient and well organized.
- Sensitive to issues of diversity, equity and inclusion in all their manifestations.
- Able to demonstrate the highest degree of personal integrity.
- Exceptionally gifted as a communicator, both verbally and in writing.
- Endowed with a strong sense of humor.

DETAILS

Additional Information

For more information, please visit Franklin & Marshall's home page at www.fandm.edu.

Start Date

Summer 2019

Applications and Nominations

For best consideration, please send all nominations and applications to:

Shelly Weiss Storbeck, Managing Partner
Ethan Dubow, Principal
Storbeck / Pimentel & Associates, LP
FandMProvost@storbecksearch.com

Franklin & Marshall College is committed to having an inclusive campus community where all members are treated with dignity and respect. As an Equal Opportunity Employer, the College does not discriminate in its hiring or employment practices on the basis of gender/gender-identity, sex, race or ethnicity, color, national origin, religion, age, disability, veteran's status, genetic information, family or marital status, sexual orientation, or any other protected class.

Individuals who need an accommodation due to a disability in order to submit an application or attend an employment interview should contact Human Resources at (717) 358-3995.