



Provost and Vice President for Academic Affairs

Rhodes College seeks a strategic, collaborative, and responsive leader to serve as Provost and Vice President for Academic Affairs. The Provost will have the opportunity to lead and empower a community of strong teacher-scholar faculty and to develop transformative programs and experiences for a talented student body. Reporting directly to President Marjorie Hass who is beginning her third year in office, the Provost will play a critical role on her collegial senior team. The Provost will find Rhodes to be committed to the liberal arts, to undergraduate education, to high standards for scholarship, and to full engagement of the campus with the community, which begins with its location in the city of Memphis and extends outward to encompass the entire world.

INTRODUCTION

Rhodes College aspires to graduate students with a life-long passion for learning, a compassion for others, and the ability to translate academic study and personal concern into effective leadership and action in their communities and the world. Rhodes has built a unique place for itself among the nation's top liberal arts colleges by combining a powerful commitment to the liberal arts with unusually rich connections to the surrounding City of Memphis, Tennessee. Rhodes has twice been named "The #1 Most Service-Oriented College in the United States" by *Newsweek*, and civic engagement is integrated into the curriculum for all students. Recently, Rhodes was included in the new Princeton Review college guide, *Colleges that Create Futures: 50 Colleges that Launch Careers by Going Beyond the Classroom*.

Recently named by the Princeton Review as America's most beautiful college campus, Rhodes also ranks #51 among the nation's top liberal arts colleges by *U.S. News and World Report*. The college is one of 40 institutions in the quintessential guidebook, *Colleges That Change Lives*, and is included on the Princeton Review's lists of "Colleges that Create Futures" and "Colleges that Pay You Back." Rhodes enrolls 2,036 students and has an endowment of \$360 million. The Rhodes student experience is driven by intellectual engagement, service to others, and honor. The Honor System, one of the oldest student-run systems in the country, is a valued and vibrant tradition at Rhodes and all incoming students sign a pledge affirming their commitment to the three components of the System — the Honor Code, the Social Regulations Code, and the Rhodes Commitment to Diversity.

HISTORY

Rhodes College was founded in 1848 in Clarksville, Tennessee, and, for many years, it was closely affiliated with the Presbyterian Church. In 1925, President Charles Diehl led the move to the present campus in Memphis, Tennessee, where, in 1945, the college became known as Southwestern at Memphis.

Since 1984, when the College adopted the name Rhodes College to honor former College president Peyton Nalle Rhodes, the institution has grown beyond regional recognition to a nationally ranked liberal arts college that attracts students and faculty from far beyond the Mid-South region, with 70% of students from out of state.

CITY OF MEMPHIS

Rhodes sits in the heart of Memphis, a metropolitan area of 1.2 million people, a city with boundless creativity where passion, ideals, cultures, and opportunity converge in authentic ways. The city, on the Mississippi River, is filled with unexpected combinations: global commerce and local start-ups, high culture and outdoor adventure, soul food and haute cuisine, world-class infrastructure and spectacular green-and blue-ways, rich heritage and forward thinking, and, of course, all the many forms of music born and still being recorded here, which create a wholly original Memphis sound.

Home to several Fortune 500 companies and a burgeoning film industry, Memphis is a vibrant city with numerous museums chronicling its rich history, among them, the National Civil Rights Museum, a cherished college partner and catalyst for the recent year-long MLK50 Commemoration. The city boasts a vast park system, a green line, and Shelby Farms, an urban green space of 4500 acres, unrivaled in both size and potential. With five major expressways, numerous freight railroads, and the world's second largest cargo operation in Memphis International Airport, the city serves as a major American transportation hub.

The Rhodes community is deeply committed to ensuring continued growth and development in the City of Memphis. Rhodes' unique position as one of few liberal arts colleges in an urban setting provides an array of opportunities for students and alumni to engage with and make meaningful contributions to Memphis. The city's Medical District and the St. Jude Children's Research Hospital are key partners in providing such opportunities.

THE HONOR SYSTEM

The Rhodes Honor System, one of the longest standing honor systems in the country, consists of the Honor Code, the Social Regulations Code, and the Rhodes Commitment to Diversity. The objective of the Honor System is to foster the spiritual growth, moral fortitude, and intellectual development of the individual student. All incoming students sign a pledge at the beginning of each school year affirming their commitment to the three components of the Honor System. Students are personally responsible for their work, their actions, and their word, and all students pledge to uphold the System in their daily lives and to report cases of violation to the appropriate student governing bodies.

The Honor System is a tradition which has been valued by the Rhodes community for more than a century. It allows the fullest possible expression of individual life in harmony with community life, and it is a principle which members of the Rhodes community believe to be fundamental in ethical life during and after college.

LEADERSHIP

Dr. Marjorie Hass is a nationally recognized advocate for the value of a liberal arts education who began her tenure as the 20th president of Rhodes College in July of 2017. Under her leadership, Rhodes College has been recognized for its quality, value, and academic rigor.

Just six months after arriving in Memphis, the USA Today Network-Tennessee named Dr. Hass one of the 18 Tennesseans to watch in 2018. In her first year as president Dr. Hass secured a transformational gift to the Lynn & Henry Turley Memphis Center that more than doubles the College's investment in community partnerships, she supervised the launch of a new master's degree in urban education, and she began an inclusive strategic planning process that will chart the College's course for the next decade.

Dr. Hass serves as a board member of the Association of American Colleges & Universities and former chair of the board of directors of the National Association of Independent Colleges and Universities. She is an active member of the Tennessee Independent Colleges & Universities Association and serves as a member of the NCAA Committee on Women's Athletics.

Leadership development is a key priority for Dr. Hass. She serves as a mentor for emerging leaders in higher education and an advocate for diversity and inclusion. Dr. Hass has participated in several faculty development seminars since coming to Rhodes.

Dr. Hass began her career as a professor of philosophy. Her teaching and research focused on philosophy of language, philosophy of logic, and feminist philosophy. She spent more than 16 years as a member of the faculty at Muhlenberg College in Allentown, PA. Dr. Hass was appointed provost in 2005, a position she held until she was named president of Austin College in 2009. Dr. Hass holds a bachelor's, master's and doctoral degree in philosophy from the University of Illinois, Urbana-Champaign.

STRATEGIC DIRECTION

With the arrival of President Marjorie Hass in July 2017, Rhodes College seized the opportunity to assess its current environment and imagine a future that takes advantage of new opportunities to strengthen its position in the national landscape and Memphis.

To that end, Dr. Hass challenged the campus to consider how it will build on the College's academic and financial strengths in order to serve the diverse and talented students of the future. While the planning is still very much in process, several core themes have emerged. These include:

- Commitment to Rhodes' core mission as a residential, liberal arts college.
- Commitment to place, including Rhodes' campus, the vibrant city of Memphis, and our responsibilities as global citizens.
- Preparing for the talented students of tomorrow so that the College can best serve an increasingly diverse and engaged student body.
- Developing new revenue streams in order to reduce tuition pressure on families.
- Enhancing pathways from college to career to assist students in translating their academic learning into meaningful lives of leadership and service.

The planning process has identified a range of ways in which the above themes could be realized and applied through concrete actions and initiatives. The viability of these themes and applications

are currently being assessed so that decisions can be made about priorities, and the Board of Trustees is expected to vote on the completed strategic plan in the fall of 2019.

ACADEMICS

The classroom experience at Rhodes is intimate and rigorous. Rhodes values the engaging dialogue that arises when students and professors work together to investigate questions and problems they care about. In this environment, students are expected to formulate and articulate big ideas and contribute in major ways to the critical discussions and debates that take place in classrooms and laboratories, and the 10:1 student to faculty ratio makes this possible. Rhodes seamlessly integrates high impact experiences such as internships, study abroad, and faculty-mentored student research with a traditional liberal arts education, and the Foundations Curriculum gives students the freedom to pursue their academic interests while developing critical-thinking skills that will serve them throughout their lives. Rhodes has hosted a Phi Beta Kappa chapter on campus since 1949.

Through 18 academic departments and 13 interdisciplinary programs, Rhodes offers more than 50 majors, interdisciplinary majors, and minors. The College provides pre-professional advising for students who plan to work in the health professions, law, engineering, ministry, and education, and has a partnership with St. Jude Children's Research Hospital to provide extraordinary research opportunities for qualified students. Rhodes offers two graduate degree programs: the Master of Science in Accounting and the Master of Arts in Urban Education.

More than 70 percent of Rhodes students supplement their study on campus with international study. The Buckman Center for International Education provides study abroad advising and financial aid and serves as the first point of contact for international students studying at Rhodes.

STUDENTS

Rhodes is home to a diverse group of approximately 2,036 students who represent 46 states (plus D.C.) and 41 countries. The Class of 2022 includes 32% students of color from the United States and 10% international students. Approximately 70% of Rhodes students live on campus, and the student body has a 44:56 male to female ratio.

Rhodes students are intellectually curious and deeply engaged in academic and extracurricular activities. Students with a personal commitment to service are drawn to Rhodes and to the many opportunities to integrate themselves into the greater Memphis community, and more than 80% of students participate in service activities. Rhodes actively recruits students who are excited to be part of the city, seeking opportunities to serve Memphis in ways that will benefit all its residents, and the College was ranked #1 on *Newsweek's* list of "Most Service-Oriented" colleges two years in a row. In 2017, Rhodes students volunteered 394,758 hours of service to the community.

In addition to the multitude of service opportunities, there are more than 100 student clubs and organizations available on campus, including academic clubs, performing arts groups, cultural and political organizations, fraternities and sororities, student governance groups, religious organizations, publications, sports clubs and 23 NCAA men's and women's NCAA Division III intercollegiate teams.

FACULTY

Rhodes faculty members represent the best of the scholar-teacher model that is so essential to a liberal arts education. Virtually all of the 195 full-time faculty hold the highest degrees in their respective fields and contribute regularly to the scholarship of their disciplines. Many have been recognized for their excellence with grants from the NSF, NIH, NEH, and the Mellon Foundation, Fulbright awards, and numerous other honors including a recent faculty invitation to join the prestigious Council on Foreign Relations. Rhodes honors faculty accomplishment through institutional awards for teaching, scholarship, and service and supports the ongoing development of the faculty through such programs as the Hill Grant for curricular innovation, the Faculty Development Endowment Grants for faculty scholarship, and an extensive mentorship program for incoming faculty. Since the mid-1980's, Rhodes has offered a two-year William Randolph Hearst Post-Doctoral Fellowship for aspiring faculty from underrepresented minority groups in higher education. Rhodes is committed to sustaining an environment in which faculty can thrive in their careers and make substantial contributions to the College community and their scholarly communities. In summary, Rhodes faculty exhibit an unusual combination of superior teaching skills and significant involvement and accomplishments in scholarship.

STAFF AND ADMINISTRATION

Rhodes employs just over 300 exceptionally dedicated administrators and staff who join the faculty in serving the educational mission of the college and cultivating the character of its students. Staff members are an integral part of the community. Continuing to value the contributions of staff members at all levels of the College is essential to maintaining the sense of common purpose, civility, and respect within the community. Rhodes is proud to recognize particularly outstanding staff contributions at its annual Service Recognition program which includes recognition for years of service and four awards for outstanding staff.

CAMPUS AND FACILITIES

Rhodes' Collegiate Gothic campus, identified by The Princeton Review as the most beautiful campus in the United States, sits on a 123-acre wooded site in the heart of historic Midtown Memphis. The walkways, quadrangles, residence halls, common areas, and classrooms are all intentionally designed to encourage intimate conversation, the exchange of ideas, and life-changing connections.

With each new expansion on its original 123-acre Memphis campus, Rhodes has maintained its Collegiate Gothic architecture. The Paul Barret Jr. Library, completed in 2005, has been ranked among the country's most beautiful libraries. In 2012, Rhodes opened two new facilities, the expanded and renovated Catherine S. Burrow Refectory and the West Village Residence Hall. In 2014, the College completely renovated the Rhodes Tower science facility and, most recently, in 2017, the College opened Robertson Hall, a \$34 million, 55,000-square-foot science facility that houses state-of-the-art research and teaching facilities.

The College recently acquired a 10-acre property across the street from the main campus, known as West Campus. With this new space, the College continues its growth trajectory and provides even more opportunities to support the campus and Memphis communities. To date, construction at West Campus has included a bookstore, Human Resources department offices, the 650-seat

McNeill Performance Hall, and renovated classrooms and faculty offices. The future of the West Campus will be determined by the strategic plan and new campus master plan.

FINANCES AND RESOURCES

Effective June 30, 2018, the College completed its 45th consecutive year of balanced budgets. For fiscal year 2019, the total operating budget is \$77.7 million net of a generous financial aid budget of \$50.5 million. Rhodes has an endowment of \$360 million and a moderate debt level of \$69 million. Total assets are approximately \$615 million. The College maintains a debt rating of A+ with a stable outlook from Standard and Poor's and a rating of A1 with a stable outlook from Moody's Investors Service.

ROLE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Provost's core responsibilities include supporting and championing the College's teacher-scholar faculty and providing high-level vision and leadership for the College's many academic departments and programs. Given Rhodes' strong focus on undergraduate education, the Provost is also deeply involved at an individual and systematic level in supporting the College's students both inside and outside the classroom. The Provost will be a visible and compelling advocate for the value of the liberal arts on campus as well as across the national landscape of higher education.

The Provost will lead and serve a full-time faculty of approximately 195 (as well as approximately 25 part-time faculty) and a staff of nine within the Provost's office. The Provost's portfolio also encompasses the Office of the Registrar as well as Information Services which reports to the Chief Information Officer and includes the Barret Library, Technology Services, and Instructional Technology. Following a recent reorganization of the Academic Affairs office in close consultation with the Faculty Governance Council, key direct reports to the Provost currently include:

- Associate Provost
- Chief Information Officer
- Dean for Faculty Development
- Dean for Curricular Development
- Director of Academic Diversity, Equity and Inclusion
- Registrar

The Provost will work closely with President Hass and serve as a collaborative and collegial member of her core Senior Leadership Team, which includes:

- Vice President for Development
- Vice President for Enrollment & Communications and Dean of Admissions
- Vice President for Finance & Business Affairs
- Vice President for Strategic Initiatives
- Vice President for Student Life
- Chief Communications Officer
- Executive Assistant to the President

OPPORTUNITIES AND CHALLENGES

The Provost will have the opportunity to address the following priorities:

- **Bring to life the academic priorities within the College's new strategic plan:** Broadly endorsed by the Board of Trustees in Spring 2019, the College's new strategic plan is currently being finalized through a broadly inclusive and collaborative process involving a wide range of constituencies. Nearly all of the priorities within the plan are connected to the academic experience at Rhodes, from continuing to build on its academic excellence, to beginning a new campus master plan, to ensuring continued strength in the sciences, to a new emphasis on the fine and performing arts, to extending further the College's global focus, to preparing students for life after college, and more – all of these ambitious undertakings will require the support and engagement of the Provost and the faculty in order to flourish.
- **Advance diversity, equity, and inclusion across the College to ensure that all faculty, staff, and students are welcomed, valued, and respected:** The Provost will be expected to act as a visible and vocal leader in college-wide efforts to ensure that all members of the community reach their full potential and thrive at Rhodes. The Provost should bring a sophisticated understanding of and practical experience with initiatives designed to attract, mentor, and retain students, faculty, and staff from underrepresented groups. While the College has made good progress in recent years in attracting more diverse faculty, staff, and students, it aspires to do more and seeks a Provost who will provide leadership for these efforts in collaboration with many others across the College.
- **Further support the development of Rhodes' talented teacher-scholars in all facets of their work:** The Provost's office was recently reorganized in order to maximize and prioritize the resources available to faculty as teachers, as scholars and creative artists, and as researchers. Building upon this new structure, the Provost will ensure that Rhodes faculty within all disciplines and at all stages of their careers have clear, robust, and practical support for their goals within easy reach. In addition, the Provost will also work systematically to coach and develop the full potential of faculty members who desire to be department chairs, center directors, associate deans, or otherwise serve their colleagues in leadership roles.
- **Further strengthening current practices of shared governance and enhancing the number and quality of opportunities for faculty to engage in healthy, transparent decision-making:** The Provost will work collaboratively with faculty leadership to facilitate productive and substantive conversations among themselves and help them arrive at clear, actionable solutions. The Provost will bring an inclusive, positive, and balanced approach to even the most complex and drawn-out debates and processes. The Provost will also ensure appropriate consultation and substantive engagement between faculty and administration in the process of decision-making on academic matters.
- **Lead faculty in a collaborative discussion about the strengths of and potential gaps within the College's curriculum:** Rhodes has high pedagogic standards and continually seeks better ways to provide both academic rigor and engaging discussion in the classroom. Therefore, Rhodes faculty would welcome the opportunity to explore ways in which they might further enhance and refine the curriculum, particularly the First Year Experience and

the Foundations programs. And as Rhodes increasingly welcomes faculty, students, and staff from groups historically underrepresented in higher education, the College has the opportunity to consider its academic programs from new vantage points and to listen to new voices in the ongoing national and global dialogue about what constitutes the fundamentals of a liberal arts education.

- **Use data thoughtfully to help inform decision-making:** The Provost will be savvy about the collection and use of data for a wide variety of purposes. Working collaboratively and transparently with faculty and other leaders across the College, the Provost will ensure that the best possible systems are in place to capture key indicators in support of both internal needs and external ones, such as benchmarking and regional/national accreditation. In making difficult decisions, the Provost will consider all relevant data and will show rigor and sophistication in their analysis of the same.
- **Collaborate with the new Vice President for Student Life and their divisional staff to provide the best possible holistic learning environment for Rhodes students:** Rhodes attracts talented students who excel in the classroom and also demonstrate a passion for civic and community engagement, both locally within Memphis and at the national and global level. Academic and student affairs staff and leadership will work together to provide the richest, most challenging, and developmentally appropriate experience for these future Rhodes alumni.

DESIRED QUALITIES AND CHARACTERISTICS

The ideal candidate will have a distinguished record of teaching, scholarship, and service that would merit appointment as a full professor at Rhodes College. In addition, they should have significant administrative experience appropriate to the size and complexity of the Provost's role. They will also bring many of the following complementary skills and experiences to their work:

- A passionate belief in the power, value, and durability of a liberal arts education such as that offered at Rhodes;
- A willingness to embrace and support the teacher-scholar model at Rhodes, which combines a commitment to undergraduate pedagogy with a high bar for faculty scholarship and research;
- Experience building consensus and collaboratively leading a diverse group of individuals toward a shared strategic vision;
- The ability to persuasively articulate the case for Rhodes' academic mission both internally and externally;
- An active and visible commitment to ensuring Rhodes' campus as one in which all are welcome and can thrive;
- Demonstrated experience in the area of diversity and inclusion, and with the holistic academic experience found at colleges such as Rhodes;
- Personal equanimity, a high degree of emotional intelligence, and unimpeachable integrity;

- A willingness to initiate and the ability to productively engage in difficult conversations about sensitive and/or complex topics;
- An inherently consultative style, including an approachable manner, attentive listening, and transparent communication;
- An understanding of the collaborative leadership structure within higher education, the nature of the academic enterprise, and a commitment to the mission, vision, and institutional priorities of Rhodes College.

CONTACT

Please send nominations, applications, and queries in confidence and electronically to:

Sue May, Partner
Alyssa Perez, Associate
Storbeck/Pimentel & Associates, LP
RhodesProvost@storbecksearch.com

Rhodes College is an equal opportunity employer committed to diversity in the workforce.