The College of Wooster, a highly selective, nationally ranked liberal arts college located in northeastern Ohio, enthusiastically announces a search for Provost. The Provost will be a visionary thinker and proven academic leader with demonstrated strength in building and supporting a diverse and international community, a nimble and creative approach to evolving academic programs, and a passion for empowering students to become independent, responsible and creative thinkers in the tradition of a liberal arts education.

The College of Wooster’s Mission:
The College of Wooster is a community of independent minds, working together to prepare students to become leaders of character and influence in an interdependent global community. It engages motivated students in a rigorous and dynamic liberal education. Mentored by a faculty nationally recognized for excellence in teaching, Wooster graduates are creative and independent thinkers with exceptional abilities to ask important questions, research complex issues, solve problems, and communicate new knowledge and insight.
Core Values of The College of Wooster
- Education in the Liberal Arts Tradition
- A Focus on Research and Collaboration
- Diversity and Inclusivity
- A Community of Learners
- Independence of Thought
- Social and Intellectual Responsibility

Background on the Institution
Wooster is recognized as America’s premier college for mentored undergraduate research. It offers an excellent, comprehensive liberal arts education, culminating with the Senior Independent Study (I.S.), a rigorous, year-long project which is the hallmark of Wooster’s curriculum. By working in partnership with a faculty member to complete a major research project on a topic of the student’s choosing, every Wooster student develops abilities valued by employers and graduate schools alike: confidence, independent judgment, critical thinking, creative problem solving, and strong written and oral communication skills.

http://www.wooster.edu/academics/research/

Independent Study has been the cornerstone and inspiration for Wooster’s curriculum for nearly 70 years. Every year since 2002, U.S. News & World Report has asked college presidents and deans to name schools with outstanding undergraduate research opportunities and senior capstone programs, and only two schools have made both lists every year: Wooster and Princeton.

In assessing The College of Wooster, the newest edition of the Fiske Guide to Colleges gets right to the point. “Mentored undergraduate research is the heart of a Wooster education,” the authors write, and “students praise faculty members for their devotion to teaching and mentoring.”

Fiske Guide News Release
The Association of American Colleges and Universities highlighted six member institutions for their distinctive educational programs. Wooster was the sole liberal arts college selected, as an exemplar of the transformative impact of mentored student research.  Wooster YouTube Video

Founded by Presbyterians in 1866, it opened its doors as the University of Wooster on September 8, 1870, with a faculty of five and a student body of thirty men and four women. By 1915, the university had several graduate divisions, including a medical school. Ultimately, the board of trustees and a majority of the faculty voted in favor of closing down the existing graduate programs, in order to focus solely on undergraduate education in the liberal arts and sciences. With that sharpening of strategic focus came a new name, The College of Wooster, and an educational program framed in a residential setting where students learn in many venues and in many ways. In 1969, the Presbyterian Synod of Ohio relinquished its ownership of the College, and Wooster became an independent, private liberal arts college.

The College of Wooster has seen an 80% increase in applications since 2007, despite being in a fiercely competitive enrollment marketplace. Wooster enrolls approximately 2,000 students (at capacity) from 43 states and 56 countries and has become more selective, more international, and more diverse in recent years.

The College of Wooster has long held the understanding that students' best opportunities for learning take place when they study in a community that spans a wide range of experiences, traditions, perspectives and beliefs. These commitments reach all the way back to our founding president. We believe that achieving our educational purpose is only possible in a diverse community of learners, and so we seek to increase and nourish our diversity along all of the dimensions of identity and experience.

The College has increased its diversity very intentionally. Wooster is the most international college in Ohio, and this year students from 115 countries applied to be in the first-year class. The admit rate has changed from 74% to 54% over the past eight years and 41% of this year’s incoming first-year students were in the top 10% of their high school class. U.S. students of color are 22% of the first-year class, and international students are 17%. 28% of the U.S. students are eligible for Pell Grants. Wooster students choose from more than 50 academic programs in the sciences, humanities, social sciences, and the arts.
The College has 171 full time faculty, 96% holding a Ph.D. or equivalent terminal degree, and has launched new efforts to increase faculty diversity and equity, including the board-funded Perry-Williams Fellowships, now in their second year, which bring superb scholars to Wooster as post-doctoral fellows. Several of these fellows have now joined the tenure-track faculty. Research at the College is fostered through the robust Libraries, home to a collection of more than a million volumes, and the conduit to resource sharing among the Ohio Five and members of OhioLink (providing access to more than 45 million volumes).

Wooster students are engaged, with broad interests that often extend to music and athletics. Almost a third of Wooster students follow their passion for music through two choirs, a symphony orchestra, a jazz ensemble, symphonic and marching bands, a cappella groups, and other ensembles. A third of the student body competes on one or more of Wooster’s 23 varsity athletic teams and almost 80 percent participate in club or intramural sports.

The City of Wooster, located approximately 50 miles from Cleveland and 35 miles from Akron, is a vibrant community of 26,000 with a strong, diversified economy, a downtown full of great restaurants and shops, and easy access to outdoor recreation opportunities. It’s a short drive to Ohio State’s Secrest Arboretum, the mountain biking trails at Vulture’s Knob, and the 1,100-acre Mohican State Park. Singletracks has dubbed Wooster “the mountain biking capital of Ohio.”
The President

President Sarah Bolton is the twelfth president of The College of Wooster and took office in July of 2016.

Prior to assuming the Wooster presidency, Bolton served for six years as dean of the college at Williams College in Williamstown, Mass., where she focused on ensuring that all students thrive inside and outside the classroom.

Bolton came to Williams as an assistant professor of physics in 1995, served as chair of the physics department from 2007 to 2010, and won the college’s Outstanding Mentor Award for Fostering Inclusive Academic Excellence in 2009. She has advised a dozen senior theses and more than 20 student research projects. Her research explores the properties of novel, nanostructured materials, which have features made up of only a few atomic layers. She uses lasers to measure the ways that energy moves in these quantum mechanical systems.

Bolton earned a bachelor’s degree in physics and biophysics from Brown University in 1988, a master’s degree in physics from the University of California at Berkeley in 1991, and a doctorate in physics, also from Berkeley, in 1995.

At Wooster, she works with a cabinet that includes the Provost, the Vice President of Student Affairs and Dean of Students, the Vice President for Finance and Business, the Vice President for Advancement, the Vice President for Enrollment and College Relations, the Chief Information and Planning Officer, and other senior administrators.
Strategic Planning and Governance

Wooster is governed by a Board of Trustees, which consists of 43 members and one-third are elected annually for a three-year term. Six members of the Board are nominated to membership by the alumni of the College. The President of the College is a trustee ex officio.

We are in the process of developing a comprehensive strategic plan to guide the College into the future. With the contributions of hundreds of staff, faculty, students and alumni over the past year, a set of central themes has emerged. Research focusing on these themes and on understanding the student experiences at Wooster is underway. 

http://strategicplanning.scotblogs.wooster.edu/

In addition to the strategic planning process currently underway, each year the president, the board chair, and the College’s leadership team agree upon a specific set of strategic initiatives that become the organizing focus for the year’s work. The Provost provides administrative support for the Board of Trustees’ Academic Mission Committee.

Wooster has made critical recent investments in its program, plant, and facilities. The College has launched new majors in environmental geoscience, neuroscience and East Asian studies, and minors in environmental studies, Latin American studies, and South Asian studies. The state-of-the-art Ruth W. Williams Hall of Life Science opened in August of 2018, and the College has also been updating spaces that support student learning outside the classroom, including two beautiful new student residence halls, the gorgeous Gault Manor and Brush Hall, and the Scot Center, a stunning, LEED Gold certified athletic and recreation facility. Upgrades to improve the energy efficiency of campus buildings are reducing the College’s carbon footprint by as much as 36 percent and yielding hundreds of thousands of dollars in operational savings each year. In 2012, the College launched APEX, which integrates seven student services programs in a single physical location. APEX, Wooster’s center for Advising, Planning, and Experiential Learning, enables students to make connections between their academic interests and professional goals, and find the resources to explore those possibilities. APEX is also a vibrant opportunity for alumni engagement and alumni interest is growing rapidly.

https://www.wooster.edu/academics/apex/
Diversity, Equity and Inclusion
Wooster has sought to be inclusive from its founding, at which its inaugural president laid out the importance of being “a place of studies for all” adding that, “the essential test of citizenship in the commonwealth of science and letters should be character, mental and moral quality, and attainment, not condition, race, color, or sex.” The College is focused on creating a truly equitable and inclusive environment. When President Bolton began her presidency, she immediately convened a strategic planning process to strengthen diversity, equity and inclusion at the College. The strategic planning group, which included students, staff, and faculty, created a comprehensive, multiyear plan which was endorsed by the Board of Trustees in June of 2017. https://www.wooster.edu/media/files/about/search/diversity-equity-inclusion-plan.pdf.

In 2017-2018, the College revised its core curriculum to include new requirements in Global Engagement and in Diversity, and to broaden the requirement in Religious Studies to include a Social Justice Option.

Financial Overview
The College has just completed a very successful comprehensive $190 million campaign, two years ahead of schedule. The campaign focused on student scholarships, academic excellence, experiential learning, annual giving, and the new Ruth W. Williams Hall of Life Science.

The most recent Moody’s rating from October 19th, 2018, affirms the College’s A1 rating which is based on The College of Wooster’s robust unrestricted liquidity and strong balance sheet cushion to debt and operations. The rating positively incorporates the College’s favorable philanthropic support adding to balance sheet resources while investing in capital and maintaining a low debt profile.

The College of Wooster’s operating budget is $91 million. The endowment stands at $315 million and the annual payout target is 5.6% of a 12-quarter average portfolio value. The endowment provides 15.2% of the College’s operating budget, and supports 59 endowed professorships, almost 700 student scholarships, and over 1300 endowed funds. Annual endowment returns over the past five years have averaged 8.23% as of June 30, 2018, against the benchmark value of 7.62%.
Role of the Provost

Reporting to the President, the Provost has administrative oversight for academic programs, the center for Advising, Planning, and Experiential Learning (APEX), the Art Museum, Athletics, the Center for Entrepreneurship, Libraries, the Writing Center, Educational Assessment and the Registrar’s office. In partnership with the Dean for Curriculum and Academic Engagement and the Dean for Faculty Development, both direct reports, the Provost supports the faculty and chairs of departments/programs in their goals and develops and implements academic priorities. The Provost will oversee a budget of more than $34 million and serve as a key member of the President’s Cabinet.

POSITION PRIORITIES

Continue to Evolve the Academic Program
The Provost will provide leadership for the hiring, development, management, evaluation and goal setting for academic faculty and staff. The Provost has oversight for all academic units and their academic planning, policies and procedures. In this leadership role, the Provost will advocate for evolving pedagogies, incorporating traditional and digital scholarship, to advance The College of Wooster’s priorities and to ensure academic programs are positioned to maintain and strengthen Wooster’s position as a national leader in liberal arts education. The Provost will build upon the work that has been done in revising the curriculum, while creating, supporting and sustaining an environment of assessment, adaptation and continuous improvement.

Foster Innovation
The Provost serves a critical role in clearly articulating a vision for Academic Affairs and driving innovation and diversification at the College. An entrepreneurial spirit and capacity to manage intentional change, with a willingness to take considered risks are important to success in the role. Thinking critically about the academic model and administrative organization of the College, enriching academic programs, inspiring teaching and research and enhancing the student experience at Wooster are important priorities for the next Provost.

The Provost will work to create an environment of support and innovation through thoughtful and strategic budget allocation and by pursuing external funding opportunities. Developing and sustaining institutional and faculty grant writing will be a priority.

A comprehensive liberal arts education at Wooster culminates with each student working one-on-one with a faculty member on a rigorous senior project, creating a resource intensive academic program. This model, while a key feature of Wooster’s distinction, can be taxing on faculty members balancing advising, teaching and research. The Provost will think creatively in helping faculty to address these challenges, while also working to create clear and measurable priorities that will contribute to faculty growth and success and student learning and persistence.

The Provost will guide and assist efforts to soften and transcend disciplinary boundaries, with continual exploration and support for the creation and deepening of interdisciplinary opportunities. These opportunities will be accompanied by recruitment and retention strategies. Interdisciplinary initiatives will help create unique experiences that differentiate the Wooster education.
Encourage Collaboration
The Provost will work to bring a committed community of faculty and staff together in supporting student success through all aspects of academic and co-curricular programs. Partnering with Student Affairs and College leaders to create an atmosphere centered on holistic student learning will be an important priority. Through collaboration and clear communication, the Provost will lead in delivering the liberal arts promise of discovery and exploration, creating educational opportunities for faculty and students that blur disciplinary lines and encourage and strengthen engagement both within and across disciplines. Collaboration will be important to building a more integrated approach to advising at Wooster which engages the full College community.

The Provost will work to create additional opportunities for Wooster faculty, staff and students with the unique college consortiums to which the College belongs, including the Ohio Five, the Great Lakes Colleges Association, the Global Liberal Arts Alliance and others.

Support an Environment of Inclusive Excellence
The Provost will partner closely with the College’s first Chief Diversity, Equity and Inclusion Officer to strengthen Wooster’s commitment to supporting a diverse community of students, faculty and staff. This partnership will be instrumental in the implementation of the Diversity, Equity and Inclusion Strategic Plan. The Provost will support faculty in effectively working with students from all backgrounds and identities (racial, ethnic, religious, gender, sexual orientation, socio-economic and nationality) and will invest significant time and resources in the recruitment and retention of faculty and staff from diverse backgrounds and with varied perspectives who will enhance the Wooster curriculum and community. The Provost plays a key role in supporting cultural competency and diversification of the College community.

The Provost will reinforce Wooster’s commitment to global engagement and bring intention to efforts to internationalize learning at the College. Off campus study opportunities and international experiences will contribute in important ways to the globalization of Wooster, as will leveraging the presence of international students, faculty and staff on campus. The curriculum has been updated to reflect the College's commitment to internationalization and domestic diversity and will require review and action to ensure that changes are delivering the impact intended.

Qualities, Qualifications and Experience
The ideal candidate will be a visionary leader with strong interpersonal skills, a deep understanding of and commitment to the mission, values, and goals of the College and a passion for the project and promise of a liberal arts education grounded in mentored undergraduate research. In consultation with the faculty, the Provost articulates and directs the academic vision of The College of Wooster. Successful candidates will hold an earned doctorate and demonstrate significant accomplishment in teaching, scholarship and service commensurate with tenure.
Role of the Provost

The successful candidate must:

- **Have the ability to lead** in a collegial, collaborative, and transparent style, with empathy, a positive outlook, and a strong work ethic;
- **Hold a distinguished record** of progressively advanced administrative experience;
- **Exhibit outstanding active listening** skills with strong interpersonal and communication skills;
- **Demonstrate success in leading** academic programs and curricular development;
- Have the ability to **engage the academic community** and nurture innovative thinking;
- Be capable of **clearly and persuasively communicating** The College of Wooster’s identity and mission to faculty, staff, students and external constituencies;
- **Promote and assess** research and teaching excellence;
- **Exhibit a strong commitment to student success**, not only inside the classroom, but also through activities such as experiential learning, career exploration and athletic participation;
- Be skilled at **hiring, promoting and retaining a diverse faculty**;
- Have a record of and **personal interest in fostering multi-cultural competence** and growing diversity and inclusion among faculty, staff, and students;
- **Bring a global perspective** with expertise in international education, programs and partnerships;
- **Support and promote the appropriate role of technology** and digital scholarship in the service of innovation and excellence in teaching and research;
- Offer capacity to **work effectively with College leadership and the Board of Trustees** in delivering the academic mission and strategic plan;
- **Be a partner with advancement** in securing funding to support the academic program and vision;
- **Have experience in strategic resource planning** and allocation; and
- **Demonstrate an entrepreneurial spirit** and willingness to take hold of opportunity.
It is the policy of The College of Wooster to not discriminate against any employee or applicant for employment, and to take affirmative action to employ and to advance in employment all persons, regardless of their status, and to base all employment decisions only on valid job requirements. This policy applies to all employment actions, including, but not limited to recruitment, hiring, upgrading, promotion, rates of pay or other forms of compensation and selection for training at all levels of employment. Employees of and applicants to The College of Wooster will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any federal, state, or local laws regarding EEO for minorities, females, qualified individuals with disabilities, or qualified protected veterans.