

POSITION DESCRIPTION

FOR THE POSITION OF DEAN OF STUDENT AND GLOBAL ADVANCEMENT

Colby

June 2021

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POSITION DESCRIPTION

POSITION	Dean of Student and Global Advancement
ORGANIZATION	Colby College
REPORTS TO	Karlene Burrell-McRae, Dean of the College
LOCATION	Waterville, ME
WEBSITE	Colby.edu

COLBY COLLEGE

Founded in 1813, Colby is the 12th oldest independent liberal arts college in the nation and is one of America's most selective colleges. A residential, four-year institution serving only undergraduates, Colby offers an academic program rooted in the deep exploration of ideas and enriched by partnerships with world-class faculty scholars. Colby re-imagines the liberal arts experience – providing access to global experiences, research, and internships for all students regardless of their background. This integrated educational experience prepares Colby students to be critical and imaginative thinkers, intellectually curious, proficient communicators, and responsible and active global citizens. With 58 majors, 35 minors, and independent major options, Colby students have the flexibility to set their own course of study. Situated in central Maine, Colby's 714-acre campus is regarded as one of the most beautiful in the nation.



Colby's history is extraordinary, but there has never been a more dynamic and exciting time for the College. Colby is in a period of fast-paced progress – defined by ambitious institutional priorities to re-imagine student opportunity and post-graduate success. In October 2017, Colby launched Dare Northward, the largest fundraising campaign in the history of liberal arts colleges. With a \$750-million goal, of which more than \$550 million has already been raised, the campaign will further position Colby as a national leader in liberal arts education. This new chapter of growth includes transformational academic initiatives and partnerships; providing talented students from all backgrounds access to a Colby education; strengthening the connections between the liberal arts and the professional world; providing facilities that support a multidisciplinary approach to learning; pursuing significant capital projects for performing arts and athletics; and revitalizing downtown Waterville – further connecting the College to the surrounding community. This historic campaign is led by David A. Greene, who took office as the 20th president of Colby on July 1, 2014.

The College employs more than 210 teaching faculty members. Colby's 2020-21 fiscal year operating budget is \$220 million, and the market value of Colby's endowment was valued at more than \$1 billion. For more information about Colby College, please visit www.colby.edu.

STUDENTS

Colby is home to a community of dedicated, engaged, and diverse students from across the globe. The student body represents 45 states and 65 countries; more than 25 percent of students are people of color, more than ten percent are the first in their family to attend college, and more than ten percent are non- US citizens

Admission to Colby is highly selective; nine percent of applicants for the Class of 2025 were offered admission. Under the leadership of Vice President for Enrollment and Communications, Matt Proto, applications to Colby have grown from 7,598 to 15,857 in the last five years, and each successive class has represented the most academically talented and diverse in the College's history. Colby's commitment to diversity and access is reflected in its aggressive



and generous need-based financial aid program, which meets 100 percent of demonstrated financial need without student loans. Families with a total household income of \$65,000 or less with typical assets expect a parent or guardian contribution of \$0. Through the Fair Shot Fund, families making up to \$150,000 expect a parent or guardian contribution of \$15,000 or less. Forty-six percent of enrolled students receive financial aid, and the average financial aid package for enrolling students is \$53,000.

The Chronicle of Higher Education recently recognized Colby as having the fourth most generous financial aid program to the neediest students of any US college or university.

Colby's strong liberal arts curriculum provides excellent preparation for an unlimited range of career choices and graduate studies while giving students a better understanding of the world and their places in it. It is defined by deep intellectual inquiry, substantial research opportunities, and world-class teaching. The academic curriculum at Colby is enhanced by real-world problem solving across all disciplines. Colby's inter-session term in January, known as Jan Plan, is a time for focused study, internships, and/or research. Students and faculty benefit from the recently launched Linde Packman Lab for Biosciences Innovation and the Buck Lab for Environment & Climate, which provide resources and support for significant academic research. They also gain from the extraordinary collection and resources of the Colby Museum of Art and the Lunder Institute for American Art.

Colby students are supported in pursuing these opportunities by DavisConnects, an innovative program that provides funding and advising to all students and supports their ambitions as they work towards accessing research, internships, and global experiences. During the academic year and summer, students benefit from access to world-class research institutions through partnerships and collaborations with Boston Museum of Fine Arts, the Smithsonian Archives, the Art Institute of Chicago, the Bigelow Laboratory for Ocean Sciences, the Jackson Laboratory, and Mount Desert Island Biological Laboratory.



CAMPUS AND LOCATION

Colby's 714-acre campus, known as Mayflower Hill, is regarded as one of the most beautiful in the nation. The campus has 64 buildings, including 30 residence halls, the new \$200 million Harold Alfond Athletics and Recreation Center, a new outdoor competition center, 50 acres of fields, three dining halls, three libraries, a student union, and one of the nation's premier institutions of American art, the Colby College Museum of Art. Most of Mayflower Hill, including all of the 128-acre Perkins Arboretum and Bird Sanctuary, is a State Wildlife Management Area.

The College is a national leader in sustainability, and its commitment to the environment is evident across campus. In April 2013, Colby became one of the first four higher education institutions in the United States to achieve carbon neutrality. All new construction at Colby is a minimum of LEED Silver certified. A new 1.9-megawatt photovoltaic energy project currently produces approximately 16 percent of Colby's energy needs.

Located in central Maine, the city of Waterville sits on the banks of the Kennebec River and provides access to a range of artistic, cultural, recreational, and athletic experiences in the local area and beyond. Waterville is approximately 60 minutes from Portland, just over an hour from skiing at Sugarloaf Mountain, two hours from Acadia National Park, and three hours from Boston.



At home in Waterville, Colby is partnering with the city, making investments to revitalize Waterville's historic downtown, improving the streetscape, integrating the arts into downtown, attracting more visitors and residents, and increasing economic activity. Opened in fall 2018 and located in downtown Waterville, the Bill and Joan Alfond Main Street Commons houses 200 Colby students, faculty, and staff who are deeply engaged in the city and also serves a variety of business, civic, and community organizations. A \$6.5 million arts collaborative, which will present vibrant arts programming for all ages and provide space for interdisciplinary artistic collaboration, opened this spring. Also scheduled to open to visitors in 2022 is the four-story, 53-room Lockwood Hotel, which draws on Waterville's rich history of

industry and innovation. In addition to these new facilities and programs, the Paul J. Schupf Arts Center will provide a distinctive hub for visual arts, performing arts, arts education, and film to children and adults downtown.

More information about Colby's partnership with Waterville can be found at www.colby.edu/downtown.

COLLEGE LEADERSHIP

David A. Greene took office as the 20th president of Colby on July 1, 2014. Prior to this appointment, President Greene was executive vice president at the University of Chicago, having previously served in leadership roles at Brown University and Smith College. Greene received a bachelor's degree in history from Hamilton College and a master's degree in human development and psychology as well as master's and doctoral degrees in education and social policy from Harvard University.

Since arriving at Colby, Greene has spearheaded a multi-faceted program to enhance the College's position as a first-rate liberal arts institution. Among the College's priorities are strengthening Colby's commitment to diversity and inclusion, expanding the College's global reach and focus, and connecting the liberal arts to the world of work. The College is also actively partnering with Waterville in a long-term program of economic revitalization, including Colby's acquisition of six properties in downtown Waterville for redevelopment.

More information about the president can be found at www.colby.edu/president.

DAVISCONNECTS

DavisConnects is a re-envisioning of the liberal arts in a global context.



In today's global marketplace, where career paths are increasingly fluid as industries shift to address new realities and where innovation, adaptability, and leadership are increasingly prized, a liberal arts education remains the very best foundation for lifelong success. But the rising cost of higher education and growing demand for an immediate return on that investment have heightened interest in applied and direct-training educational programs.



To meet the changing needs of this moment, Colby College has established a new model for the liberal arts. Complementing its focus on a classical, broad-based liberal education that requires deep inquiry, hones critical thinking and problem-solving skills, and encourages curiosity and lifelong learning, Colby now integrates a set of universally available experiences into the academic program. Several opportunities allow students to connect their education to the world and the great challenges of the 21st century while preparing them for future success in graduate schools and careers.

This fairly new program, DavisConnects, will connect every student to a facilitated and funded set of internship, research and global experiences, establishing Colby as a leader in offering a comprehensive, exceptional and unique set of opportunities that will deepen their education and improve their life outcomes.

It was made possible by a \$25 million gift from the Davis family and a trustee of its charitable foundation, Andrew Davis '85, LL.D. '15, in April 2017. Andrew Davis's commitment to Colby has included serving as a trustee from 1996 to 1999 and as a College overseer from 1999 to 2006.

"The Davis family changed American higher education by making the best colleges and universities available to deserving students from around the world through the Davis United World College Scholars program," said Colby President David A. Greene. "That program changed Colby College and the life trajectory of countless students who came here to study and left prepared and committed to changing their communities for the better. Now Andrew Davis and his family are bringing Colby to the world by providing all of our students with rigorous, meaningful global opportunities. DavisConnects is leading a transformation of the liberal arts by demonstrating how research, global, and internship experiences can enrich an education and provide an unlimited set of postgraduate opportunities."

Housed in a completely refurbished and expanded building, DavisConnects supports students in the design of a set of experiences that complement their core academic program and connect their courses to the world beyond the academy. Students begin this design process early in their first year, mapping out a flexible plan of course work integrating internship, research, and global experiences.

Colby's new model ensures equitable access, making funding available and offering faculty and staff involvement to help students chart their paths and secure opportunities that previously may have only been available to those with resources, personal connections, or both.

ROLE SUMMARY

The dean has primary responsibility for the programs and budgets of DavisConnects. Managing a staff of approximately 11 and an annual budget of \$2 million, they will build and sustain the institutional and individual relationships and partnerships that connect Colby students and faculty with influential partners, scholars, and thought leaders with whom to collaborate. The dean will also lead efforts to raise

DavisConnects' visibility and secure external support. The new dean will be a member of the Dean of the College senior team that includes the Dean of students, Dean of Religious and Spiritual life, Dean of Diversity, Equity and Inclusion, Director of Civic Engagement and Community Partnerships, and Director of Security.

Key Opportunities for the Dean of Student and Global Advancement

The next dean will have the opportunity to position DavisConnects as higher education's gold standard for preparing students for life after college and doing so with a priority on equity – giving each and every student, regardless of background, a customized experience, opening new opportunities, and leading to postgraduate success.

In realizing this enormous ambition, they will also embrace the following opportunities:

Develop and communicate a strategic vision for DavisConnects within the College and externally.

The new dean will need to immediately spend time listening to all parts of the College and then thoughtfully guide DavisConnects staff and partners through a strategic planning process. The dean will offer compelling leadership, promoting the role and value of the liberal arts both within the College and across the globe. They will champion DavisConnects as the College's launchpad for all students, reinforcing faculty's core beliefs that the liberal arts advance knowledge, promote critical thinking and problem solving, and encourage the development of skills of analysis and communication—thereby preparing students to lead rewarding and successful lives after college. The dean will foster a culture that empowers faculty, staff, and students in this endeavor, while broadly engaging alumni to cultivate a shared purpose, build effective partnerships, and spur innovation in pursuit of shared goals in student post-graduate outcomes.

Clarify and enhance DavisConnects' unique value proposition for current and prospective students, parents, alumni, and prospective donors.

Building off the College's recent successes, the next dean will inherit a coveted platform, and indeed an obligation, to leverage the College's recent momentum in the articulation of DavisConnects' brand for the future. A Colby education is distinctive. A degree from Colby summons implicit trust from professional and graduate schools and is equally persuasive in the marketplace. Search near or far, the number of Colby alumni mastering their respective universes within industry is staggering. And it has been so for quite some time.

Yet the world continues to flatten, tech disruption spawns new careers each month, and global markets demand greater innovation. Current and future Colby families have, and will demand, a wider range of experiential learning opportunities in research, service, and global work and study. They view Colby as their down payment on greatness. The next dean must position DavisConnects to deliver handsome returns on their investment.



In doing this work, the next dean will leverage all engines of modern communication, to celebrate and broadcast Colby student's professional success stories—around the country and around the world.

Connect DavisConnects programs and activities to the holistic student experience

With interests as diverse as their backgrounds, Colby undergraduates should be prepared to lead fulfilling lives in an increasingly changing world. As a proactive and thoughtful partner, the dean will marshal all available college resources toward this effort—academic advising, research prizes/fellowship advising, education abroad, experiential learning, and other initiatives aimed at enhancing students' intellectual and professional development. The dean will ensure that there are explicit connections between students' classroom and co-curricular experiences and the world they will engage upon graduation.

Forge partnerships with faculty and ensure DavisConnects' integration with the undergraduate program

As the dean implements the broader strategic plan for DavisConnects, they will have the opportunity, in partnership with the Provost and Dean of Faculty and various department chairs to better articulate how DavisConnects' mission connects to the Colby curriculum in ways that enhance students' education and co-curricular commitments. They will convene the faculty around emerging trends in the marketplace, providing insight on how DavisConnects can inform and supplement pedagogy, curriculum, and the development of practicum; seeking always to innovate and see around the corner as it relates to student outcomes. At all times, the dean will graciously navigate dialogue and healthy skepticism as the College reimagines DavisConnects as a hub for both student praxis and staff and faculty synergy.

Lead and develop a strong, service-oriented staff

The successes of DavisConnects and the College as whole reflect the dedication of a talented, high achieving, and loyal staff. The new dean will build on a culture of mentorship and empowerment by prioritizing the professional development of staff to aid role flexibility, advance technical skills, build job satisfaction, fill gaps in areas as needed, and empower the group to innovate and create. The dean will insist on diversity and inclusion in planning for future staffing needs as DavisConnects scales to meet the growing ambition of the College in an ever-changing environment.

Attract broad, sustainable philanthropic support

The dean will maintain and leverage existing relationships and cultivate new opportunities with private donors, foundations, and other stakeholders to raise external funds for DavisConnects. They will be an ambassador of DavisConnects and the College, and work to identify and tap new sources of external support necessary to grow and sustain excellence. To that end, the next dean will partner closely with Colby's senior leadership and advancement colleagues to grow the endowment for DavisConnects.

Develop a program leading to prestigious scholarships and fellowships for Colby students

The dean will be a connector who forges partnerships between faculty and other stakeholders that expose students to prestigious scholarships and fellowship opportunities. A hallmark of the

DavisConnects mission is providing students intellectually enriching experiences that expose them to national and global opportunities that enhance their academic, personal, and professional development.

QUALIFICATIONS

The dean will be an energetic and talented leader with a record of success in tight-knit environments where collaboration and influence management are critical to success. Additionally, the successful candidate will bring the following qualifications, talents, and personal convictions to the work:

- ▼ Compelling in their public presence and ability to represent DavisConnects effectively for purposes of fundraising and development; demonstrated success in personally cultivating, stewarding, and soliciting sizable gifts from individual donors, foundations, and other high-capacity entities;
- ▼ A widely sought-after speaker, a force for intellectual and professional community building, and a charismatic orator, who excites and inspires listeners in any setting; an ability to write and communicate elegantly and brilliantly for a variety of audiences, in person, print, and on social media; capable of coaching others to do the same; ability to work across boundaries and translate intellectual ideas to diverse audiences;
- ▼ A naturally transparent, consultative, participative, and accessible leadership style, that ensures trust in governance and the highest standards of honesty and integrity; coupled with the willingness to act decisively when consensus is elusive;
- ▼ An authentic commitment to diversity, equity, and inclusion in the lived mission of the College; demonstrated skills in communicating and collaborating across various lines of difference with insight, empathy, collegiality, and respect; experience in facilitating productive conversation across ideological differences;
- ▼ A successful history of staff recruitment, development, and team building; including a demonstrated commitment to building and supporting a richly diverse staff;
- ▼ Creative and committed community builder, who will serve as an influential voice within a diverse community of faculty, staff, students, and community, national, and international partners; able to advocate for the needs of DavisConnects in the context of the broader institution; able to leverage DavisConnects in service to broader institutional needs;
- ▼ Reputation as a great listener who can harvest and synthesize the smart ideas of others; reflects what is heard and builds on it to articulate shared values and goals;
- ▼ Credibility to ensure that faculty, students, fellows, alumni, corporate partners, and investors view DavisConnects as welcoming and value-added;
- ▼ Demonstrated expertise in working with students of diverse, first-generation, multicultural, and multilingual backgrounds;
- ▼ A passion for mentoring and thinking out loud with students;
- ▼ A passion for the liberal arts and its unique mission;

- ▼ Relentlessly entrepreneurial;
- ▼ Optimistic, poised, energetic, inspirational, flexible, approachable, accessible, consistent, empathetic, community-oriented, accountable, able to maintain an indefatigable work ethic, and an abiding sense of humor; and
- ▼ Academic credentials appropriate to the leadership of a premiere center within an elite liberal arts college.

SEARCH TEAM

Diversified Search has been retained by Colby College to assist in this search assignment. Applications should include a résumé and statement of purpose. The statement of purpose should address why an applicant is interested in the position and how their experiences fit with the needs of DavisConnects. Review of applications will begin immediately and continue until an appointment is made. All inquiries, nominations, and expressions of interest will be held in strict confidence and should be submitted electronically to:

ColbyDSGA@divsearch.com

Lionel Anderson, Managing Director

Euris E. Belle, Managing Director

Stephanie Franklin, Senior Associate