



Vice President for Student Development and Dean of Students

Kalamazoo College (K) invites nominations and applications for the position of Vice President for Student Development and Dean of Students.

ABOUT THE COLLEGE

Founded in 1833 as The Michigan and Huron Institute, Kalamazoo College today is a premier liberal arts institution and [one of the nation's 100 oldest](#) colleges and universities. The College's mission is to prepare its graduates to better understand, live successfully within, and provide enlightened leadership to a richly diverse and increasingly complex world. Kalamazoo College stands for the liberal arts and sciences and for life-changing experiential education, believing that a liberal arts undergraduate learning experience is the best preparation for a life of service and fulfillment—a life with the highest possible standard of being. Excellence in the liberal arts requires innovation and the courage to change. The K curriculum combines rigorous academics with study abroad, career preparation opportunities, civic engagement, social justice leadership, and a capstone research or creative project in the senior year. These integrated elements foster incredible gains in the ability to think critically, reason analytically, write well, and solve problems, and K [has the data](#) (the Collegiate Learning Assessment) to prove it. K does more in four years, so students can do more in a lifetime.

Academic Profile

Kalamazoo College is a selective, nationally renowned, and internationally oriented four-year college of arts and sciences best known for the [K-Plan](#), the curriculum it created and introduced in the 1960s.

K-Plan Highlights:

- **More than 70 percent** of students participate in Center for Career and Professional Development programs and services.
- **Approximately 70 percent** of students participate in a meaningful, immersive international and intercultural study abroad experience through **56** programs in **28** countries. Some students participate in domestic study away programs that include an urban internship experience at the Philadelphia Center, the Washington Center, the New York Arts program, and the Border Studies program.
- **More than 50 percent** of K students participate in course-based or co-curricular service-learning projects through Kalamazoo College's nationally renowned centers, the Arcus Center

for Social Justice Leadership, and the Mary Jane Underwood Stryker Center for Civic Engagement (CCE).

- **100 percent** of students engage in a Senior Individualized Project, an in-depth research or creative project done in the senior year.

Curriculum

Kalamazoo College offers 30 majors, 22 minors, five special programs, and 13 concentrations. Every K student completes a major, demonstrates proficiency in a second language, takes three Shared Passages Seminar courses, completes a Senior Individualized Project, and fulfills a health and wellness unit. Within this structure, students design their own elective coursework with support from their academic advisor to take full advantage of the liberal arts and sciences curriculum.

Faculty

The College's faculty of nationally and internationally respected scholars is dedicated to developing the strengths of every student, preparing them for lifelong learning, career readiness, intercultural understanding, social responsibility, and leadership. K has 102 full-time faculty members with 97 percent holding a Ph.D. or its equivalent, and of that number, 88 percent are tenured or tenure-track. The ratio of students to faculty is 13:1, and the average class size is 20 students. Faculty are highly engaged with students, working together on research projects, college committees, and community projects.

Accolades

Kalamazoo College is consistently ranked as one of the top 100 liberal arts colleges in the nation. It was named one of *40 Colleges That Change Lives* by Loren Pope, higher education expert and former *New York Times* education editor. He described a group of dynamic colleges that excel at developing potential, values, and initiative, providing the foundation for success beyond college. Kalamazoo College ranks in the top two percent among all U.S. colleges and universities surveyed for students ultimately earning a doctorate, according to the National Science Foundation.

Accreditation

Kalamazoo College is fully accredited by the Higher Learning Commission. In April of 2013, the College received formal notification from the Higher Learning Commission that its accreditation had been continued. The reaccreditation came with no conditions or follow-up on the Commission's part. The next reaffirmation of accreditation will occur in the academic year 2022-2023. K is an institutional member of the American Council on Education, the Great Lakes Colleges Association, the National Association of Independent Colleges and Universities, and the Association of American Colleges and Universities.

Campus and Facilities

Travel + Leisure magazine named Kalamazoo College the most beautiful campus in Michigan. Academic and administrative buildings range from charmingly historic (Olds-Upton, built in 1928) to contemporary (Arcus Center for Social Justice Leadership, built in 2014 to international acclaim for its distinctive design). Many buildings have had extensions and renovations over the years, including the Upjohn Library Commons, which had a complete renovation in 2006, and Stetson Chapel, a focal point on the quad, with its impressive bell tower and eight English tower bells.

Currently, approximately 55 percent of Kalamazoo College students live on campus. These students live in one of the six residence halls or one of the Living Learning Housing Units. Three of the residence halls were built between 1925 and 1947, and three were built in the 1960s. Developing a plan to modernize these facilities is a goal of the College's strategic plan. The president's residence, Hodge House, is also located on campus.

The "heart and hearth" of the campus is the Weimer K. Hicks Center, which houses the Counseling Center, Health Center, Student Development, Bookstore, full-service mail center, Campus Safety, Richardson Room (a quick-serve café), and many areas for student organizations and recreation. Old Welles Hall, connected to Hicks, serves as K's sole formal dining hall.

K's athletic facilities include Anderson Athletic Center, which was built in 1980 and renovated in 2004, and the Athletic Field Complex, which was rebuilt in 2012 and is home to the field house and varsity/intramural athletic fields. K's impressive tennis facilities include The Thomas S. Markin Racquet Center, which has four indoor tennis courts, and Stowe Stadium, which includes 11 outdoor tennis courts and stands for spectators. In addition to being the home to Kalamazoo College tennis teams, Stowe Stadium hosts the United States Tennis Association Boys' 18s and 16s National Championships every summer. K is also in the process of building a new 35,000-square-foot natatorium to house the swimming programs.

The Fitness and Wellness Center opened in 2016. The Center is a two-level, 30,000-square-foot building including a dance studio and a very open and state-of-the-art cardio and fitness area. The design and execution of the Center were informed by LEED certification criteria. The Hicks and Arcus Centers were also built with LEED certification in mind, earning silver certification.

In addition to its many on-campus features, the College owns the 135-acre Lillian Anderson Arboretum, which includes forest, meadows, and wetland located about seven miles west of campus.

Kalamazoo Community

Kalamazoo is a diverse and progressive city, with a metropolitan population of more than 325,000 in scenic southwest Michigan. K's picturesque campus sits on a hilltop overlooking the downtown area. The city's downtown district is within easy walking distance of the campus. Shopping malls, movie theaters, and restaurants are a short bike or bus ride away. Western Michigan University is a few blocks from K's campus. Kalamazoo is just 35 miles from Lake Michigan and approximately 140 miles from both Detroit and Chicago on Interstate 94. Kalamazoo/Battle Creek International Airport is served by several major airlines and Amtrak service is available multiple times a day.

The College maintains close and active involvement with the [Kalamazoo community](#), which supports, among other cultural activities, a symphony, chamber music society, art institute, professional baseball and hockey teams, nature center, and several theaters. Year-round festivals, a monthly gallery-to-gallery "Art Hop," and a wide variety of restaurants bring additional cultural diversity to the city. The *New Yorker* magazine has dubbed Kalamazoo "a little Athens" because of the variety and vitality of cultural activities found in the city. For outdoor lovers, the Kalamazoo River Valley Trail offers 22 miles of non-motorized, paved-asphalt trail for walkers, runners, and bikers. It connects to the 33-mile Kal-Haven trail, which traverses through small towns and scenic countryside from Kalamazoo to the lakeshore town of South Haven. The cultural offerings of the College, the city, and other colleges in the area, together with the

natural beauty of southwest Michigan’s lakes and rolling hills, give Kalamazoo residents an enviable quality of life.

Strategic Plan

As it looks toward its third century, Kalamazoo College reaffirms its mission of preparing its graduates to better understand, live successfully within, and provide enlightened leadership to a richly diverse and increasingly complex world. Kalamazoo College values [academic rigor](#) and all components of a liberal arts education embodied in the [K-Plan](#): inclusion and equity; [residential experiences](#) for students that contribute to their growth as leaders; sustainability; and mission-driven creativity and innovation. By fulfilling the priorities set forth in “Advancing Kalamazoo College: A Strategic Vision for 2023,” K will become the definitive leader in integrating [academic rigor](#) with life-changing [experiential education](#) in a values-driven community.

Administration and Governance

[Jorge G. Gonzalez](#) joined the K community as President in July 2016. Previously, he served as Occidental College’s vice president for academic affairs and dean of the college from 2010 until 2016 and, prior to that, was a member of the Trinity University faculty for 21 years (1989-2010). A graduate of the Monterrey Institute of Technology in Monterrey, Mexico, Gonzalez earned his master’s degree and Ph.D. in economics from Michigan State University. He is currently President of the Board of the F.W. and Elsie L. Heyl Science Scholarship Fund and serves on the boards of the Council of Independent Colleges, Bronson Healthcare Group, Kalamazoo Community Foundation, W.E. Upjohn Institute for Employment Research, and Southwest Michigan First.

The Kalamazoo College [Board of Trustees](#) is composed of 34 members, including the president. The Board, which represents the major sectors of society, is national in composition and has strong representation from the Kalamazoo community and from alumni. Additionally, 25 individuals hold the status of Trustee Emerita/us. The President and Vice President of the Alumni Association Engagement Board serve as *ex-officio* members of the Board.

Financial Snapshot

Enrollment (Fall 2020)	1,451
Comprehensive Fee (Fall 2020)	\$62,910
Percent of Students Receiving Financial Assistance	98%
Annual Operating Budget (2020-21)	\$46.7M
Balanced budgets	At least 15 years, (budget deficit in 19-20 and 20-21 due to pandemic)
Endowment (June 30, 2020)	\$240.7M
Endowment per Student (June 30, 2020)	\$165.885
Endowment Spending Rate (for year ended June 30, 2020)	5.16% of 12 quarter moving average
Endowment Rate of Return (June 30, 2020)	5%
Endowment Advisor	Cambridge Associates
Fundraising—Three Year Average	\$11M (cash received, no pledges or deferred gifts)

STUDENTS

K enrolls 1,451 students from 36 states and 28 countries; 34 percent of students are domestic students of color; 5 percent are international students; 20 percent are the first in their families to attend college; and 25.3 percent of students who file the Free Application for Federal Student Aid (FAFSA) receive a Pell Grant. The College continues the work to make the [K-Plan](#) equitable and accessible to the [increasingly diverse group of students](#) choosing K for their undergraduate education. At the heart of campus life is the concept of [residential living](#) that provides a vital contribution to the full education and development of students. Kalamazoo College students are bright, energetic, highly involved, social justice-minded, vocal, and creative. Campus life fully reflects these characteristics.

Student Activities

Co-curricular activities are central to the development of Kalamazoo College students. Quality entertainment, great social events, and leadership opportunities enrich student life at Kalamazoo College. A variety of activities, open to all K students throughout the year, help students balance academics with social engagement and bring a social commonality to the student body. The Office of Student Activities coordinates more than 120 programs a year, often in partnership with student groups and other departments on campus.

Student Organizations

[Student organizations](#) include interest-based, advocacy/identity-based, social, social action, and political groups. Many students participate in the fine and performing arts, and they enjoy a high level of autonomy in planning campus events. Kalamazoo College has over 70 registered student organizations on campus. A complete list of student organizations can be found [here](#). Student organizations are expected to demonstrate cultural, social, and/or educational advantages to the Kalamazoo College community.

Athletics

Kalamazoo College offers 18 men's and women's combined sports competing in NCAA Div. III Athletics. Women's sports include basketball, cross country, golf, lacrosse, soccer, softball, swimming/diving, tennis, and volleyball, and men's sports include baseball, football, basketball, cross country, golf, lacrosse, soccer, swimming/diving, and tennis.

The Department of Athletics at Kalamazoo College enhances the greater College mission by providing challenging opportunities for student-athletes to use BEST (**B**alance, **E**xcellence, **S**uccess, **T**eamwork) principles toward building a healthy balance of outstanding scholarship and winning athletic achievement as a means of realizing their full potential.

THE ROLE OF THE VP

Reporting directly to the President, the Vice President for Student Development and Dean of Students has oversight of 12 divisional offices and departments, and through the implementation of initiatives, advocacy, review, and evaluation, leads the Division and focuses the campus on an education that is "student-centered." The VP and Dean oversees a staff of approximately 30 and has 7 direct reports, including the Senior Associate Dean of Students, Associate Dean of Students, Director of the Student Health Center, Director of the Counseling Center, Director of Campus Safety, Chaplain and Director of

Religious and Spiritual Life, and an Executive Assistant. The following units report to the VP and Dean of Students:

Campus Dining

[Dining](#) is a community experience centered on culinary expertise, fresh ingredients, healthy options and a shared sense of environmental and social responsibility.

Counseling Center

The staff of the [Counseling Center](#) addresses students' mental health needs by providing counseling, crisis intervention, group therapy, and prevention programming.

Intercultural Student Life

Through advocacy, education and relationship-building, the [Office of Intercultural Student Life](#) (ISL) strives to cultivate an inclusive campus culture that celebrates the community's many differences, while affirming shared interconnections. ISL organizes programs, initiatives, and dialogues that center the lived experiences and voices of minoritized students. Recognizing the value that K's pluralistic and globally representative campus provides, ISL works with a range of stakeholders to foster a network of support that ensures all students can grow (academically, socially, and personally) through meaningful engagement across difference.

Office of Campus Safety

[Campus Safety](#) helps maintain safety and security, works with local law enforcement in the resolution of criminal complaints, has oversight of campus parking, and educates students in creating a safe environment for all members of the community.

Office of Disability Services

[Disability Services](#) assists students with a variety of disabilities to function successfully, and helps students, faculty, and staff in creating a welcoming environment and climate for students with disabilities.

Office of First-Year Experience

The [First-Year Program](#) emphasizes the desired dimensions of a Kalamazoo education: intercultural understanding, social responsibility, leadership, lifelong learning, and career readiness. Kalamazoo College was named one of 13 "Institutions of Excellence in the First College Year" by the National Policy Center on the First Year of College and is featured in the book, *Achieving and Sustaining Institutional Excellence for the First Year of College*.

Office of Religious and Spiritual Life

The [Office of Religious and Spiritual Life](#) includes a full set of programs dedicated to enhancing the development and enrichment of students as they make meaning and pursue lives of commitment across the religious and spiritual spectrum. A centerpiece of those efforts are regular Friday Community Reflections in Stetson Chapel and a variety of ongoing programs geared to individual exploration and expression for students from all faith traditions.

Office of Residential Life

[Residential Life](#) provides oversight of the College's housing system, including the overall student experience, professional and student staff training, a broad range of programs and activities, housing assignments, residence hall maintenance and renovations, and the resolution of student conduct matters.

Office of Student Conduct

The College is committed to preserving peace, promoting social justice, and protecting its property and that of its community members. K's [Student Code of Conduct](#) describes a disciplinary process with an educational focus.

Office of Student Involvement

The [Office of Student Involvement](#) includes programming and initiatives related to [student activities](#), [leadership development](#), and [student organizations](#).

Outdoor Programs

Dedicated to offering outdoor activities to the campus community, the College's optional [outdoor pre-Orientation program](#) is designed to help incoming students make the transition from high school to college.

Student Health Center

The [Health Center](#) provides direct medical services to all currently enrolled students at the campus clinic and a variety of education programs aimed at preventative care, women's health issues, safe sexual practice, and developing the capacity to take charge of one's own health care.

OPPORTUNITIES AND CHALLENGES

The next Vice President will be energized by the following opportunities and challenges, among others:

Supporting and engaging the student body as the campus transitions out of the pandemic and beyond:

The next VPSD will join K following an unprecedented time in higher education and our world. The VPSD will work collaboratively to actively address current student needs and proactively think ahead to how student engagement on a small liberal arts campus can be supported in the future. The VPSD will lead a team dedicated to supporting students throughout their experience at K, with a particular emphasis on mental health, well-being, and equity. The VPSD will be an active, visible, accessible, and approachable member of the K community, getting to know students individually, dialoguing with them, listening to their voices, being present across campus, and meeting students where they are.

Being an effective agent for diversity, equity, inclusion (DEI) and social justice: As Kalamazoo College continues to shape its strategic plan around DEI and support social justice, the VPSD will play a key role in strengthening and supporting K's diverse and changing community, while continuing to address issues of equity and implement new policies and initiatives guided by justice. The VPSD will bring thought leadership, expertise, and understanding of how to engage students in these important discussions and include their voices in shaping K's continued commitment to DEI and social justice. The VPSD will work collaboratively with students, staff, and faculty to create a vision for Student Development at K that

includes expanded campus awareness of DEI-related issues that impact the student experience, and the addressing of these issues through meaningful initiatives and policy-change guided by equity.

Partnering, communicating, and collaborating across the college in support of students: Keeping the well-being and success of students at the forefront, the next VPSD will develop strong and collaborative relationships across the College. This includes working with faculty and academic units, enrollment management, athletics, and all areas that engage with the student experience. The VPSD will foster clear and frequent communication among the units within Student Development, with students, and across the campus. This includes setting and managing student expectations, the passage of information in all directions, and transparency around decision making. Partnering with senior leadership, the VPSD will be a collegial member of the President's Staff, a tireless advocate for students, and the leading campus voice on how to best support students' overall experience at K.

Bringing innovation and vision to the Student Development Division: Recognizing that the national landscape of student engagement on college campuses is ever changing, the next VPSD will be engaged in national conversations and on the front lines of innovation in student affairs practice. Ensuring that the team of dedicated staff is also being supported in this effort, the VPSD will provide mentorship and opportunities for professional development and growth. As part of strategic planning and vision work within Student Development, the next VPSD will explore updated structures, programs, policies, and engagement through the lens of equity and inclusion and envision the future of residence life at K, ultimately collaborating in the leadership of master planning around a new residence hall.

Stewarding student development resources: The VPSD will be a responsible steward of people, facilities, and financial resources. Recognizing the challenges presented by the pandemic and the toll it has taken on staff and finances, the VPSD will nurture and support a dedicated team of professionals while working creatively in a resource-constrained environment.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

Kalamazoo seeks a student affairs leader able to navigate the changing higher education landscape, collaborate across the campus in support of students, and engage with an impressive and vocal student body.

The ideal candidate will possess the many of the following experiences and qualities:

- Passion for serving and advocating for the unique needs of undergraduate students from a range of socioeconomic, racial, and other backgrounds, and sexual identities;
- An unyielding commitment to diversity, equity, inclusion, and social justice and demonstrated history of consistent progress advancing these issues in a campus environment;
- A deep passion for student life and the holistic student experience in and outside of the classroom;
- An understanding of the evolving nature of higher education and its student population in the 21st century and national best practices around important student issues;
- An understanding of complex legal regulations that may impact student affairs decisions or approaches;
- A proven ability to be both compassionate and firm in managing complex student issues and concerns in a changing environment;

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- Experience supporting student mental health, managing crises, and demonstrating calm under pressure;
- Experience facilitating and championing change;
- Experience with Title IX leadership;
- An ability to build teams and to lead, inspire, mentor, and retain staff;
- A track record of welcoming and fostering collaboration with a range of partners and constituencies across a campus to advance the overall student experience;
- The ability to make difficult decisions transparently and comfort and experience facilitating difficult conversations;
- Strong communication, relationship, and community building skills, as well as the ability to build trust with students, families, staff, and faculty;
- Approachability and accessibility to students and other campus constituents;
- An outlook and approach that is high energy with a sense of urgency and action when it comes to addressing students' concerns;
- A record of being fair and consistent, forward-thinking and creative, and a lifelong learner;
- Experience with budget management and resource allocation; and
- A terminal degree (preferred).

For best consideration, please send all nominations and applications (CV and cover letter) to:



Shelly Storbeck, Managing Partner
Ruth Shoemaker Wood, Partner
Lindsay Allison, Senior Associate
Storbeck Search
kzoovpanddean@storbecksearch.com

An equal opportunity employer, Kalamazoo College is committed to equal rights, equal opportunities, and equal protection under the law. The College administers its programs without regard to race, creed, religion, age, sex, national origin, height, weight, marital status, disability as protected by law, sexual orientation, or gender identity, actual or presumed.