



EXECUTIVE SEARCH PROFILE

PROVOST AND  
VICE PRESIDENT FOR ACADEMIC AFFAIRS



OTTERBEIN  
UNIVERSITY



R.H. PERRY & ASSOCIATES  
SEARCH COUNSEL TO HIGHER EDUCATION





## THE OPPORTUNITY

The next Provost & Vice President for Academic Affairs will advance Otterbein University's academic and institutional priorities to strengthen and promote its student-centered learning environment. The chief academic officer will provide leadership to build on the momentum established in recent years as the institution has developed and implemented an ambitious academic agenda. The Provost will serve as the academic leader in collaborating with the President's executive team to advance the university's mission, enhance its visibility and serve as the central advocate in defining the distinctive character of an Otterbein education. The ideal candidate will approach this position with creativity and a commitment to excellence.

## THE UNIVERSITY

Founded in 1847, as one of the first coeducational institutions in the country, Otterbein University sustains its historic relationship with the United Methodist Church by honoring diversity, openness, the pursuit of truth and a widespread engagement in service to others. The private comprehensive institution is set on 140 acres in Westerville, Ohio, a community of approximately 36,000 residents recognized by *Money Magazine* as one of "America's Best Places to Live." Otterbein retains a warm sense of community while being in a convenient suburb of Columbus, the state's capital. As Ohio's largest city and the 15th largest in the United States, Columbus provides cultural, educational and recreational resources for Otterbein in a vibrant and friendly urban area. In addition to its main campus, university property includes 40 acres, which serve as the home for the Equine Science Program.



Otterbein's current enrollment is approximately 3,100 students, primarily from Ohio, but representing states from coast to coast and more than 20 foreign countries. Otterbein provides a curriculum rich in the liberal arts as well as strong professional and graduate programs. The university offers 56 majors and 41 minors along with individualized courses of study. While predominantly an undergraduate institution, the university offers four master's degrees in business, education and nursing. Importantly, a new doctorate in nursing practice will begin in Spring 2011. All students, whether traditional or nontraditional, full-time or part-time, are at the heart of the Otterbein commitment to excellent teaching and meaningful learning.

Otterbein University is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools while the Education and Nursing Programs are accredited by the National Council for Accreditation of Teacher Education and the Commission on Collegiate Nursing Education. The Provost & Vice President for Academic Affairs will lead the next accreditation process.





## THE UNIVERSITY *(continued)*

### *Academic Affairs Organizational Structure*

Reflecting the dynamic growth of the institution, graduate education and its aspirations to grow its graduate enrollments significantly in the strategic plan, Otterbein College became Otterbein University in 2010. This change was tied to the establishment of three schools: the School of Arts & Sciences, the School of Professional Studies and the Graduate School. The Academic Affairs leadership team consists of the school deans and the deans of the offices of Academic Services and University Programs. In addition to the deans, the Assistant Dean for Student Success and the directors of the Center for Teaching and Learning, the Courtright Memorial Library, the Office of Institutional Effectiveness and Planning, the Center for International Education and Global Engagement and the Office of Sponsored Programs report directly to the Provost & Vice President for Academic Affairs. This structure will allow the Provost to focus on strategic academic initiatives.

### *Governance*

Otterbein boasts a unique governance system that includes many campus constituencies in college decision-making. This system, an extension of Otterbein's inclusive heritage, provides for a single Senate, composed of faculty, students, staff, and administrators; it also includes two student trustees and two elected faculty trustees as full voting members of the board.

### *Otterbein's Distinctiveness*

The university is regularly ranked high among Master's University/Midwest institutions by *U. S. News & World Report* in its annual survey of colleges and universities; based on promising and innovative change, Otterbein has been named "an up and coming" university by the magazine. Several distinctive programs enrich the offerings at Otterbein and illustrate the current vitality of the academic program:



- Integrative Studies Program:** Recognized as a national model, the Integrative Studies (IS) Program is at the heart of Otterbein’s commitment to liberal learning and is the largest component of general education at the university. The program, first established in 1969, aims to prepare Otterbein undergraduates for the challenges and complexity of a 21st century world. It foregrounds interdisciplinary and integrative skills, competencies and ways of knowing. The IS Program has repeatedly received national recognition for its commitment to integrative and liberal education. It was featured in the August edition of the Association of American Colleges & Universities, *AAC&U News* as a signature program. Click "here" to read the article. Otterbein was also awarded a grant from The McGregor Fund for its Transformation Project: Supporting Students’ Ability to Integrate Learning to re-envision, re-energize, and reinforce an integrative curriculum that invites students to explore questions relevant for today’s global society and to focus on the structured integration of students’ core curriculum, their disciplinary major and their co-curricular experiences at Otterbein University, giving them a unique position in a competitive world. Grants from the McGregor Fund and the Association of American Colleges and Universities, a total of \$350,000, have enabled Otterbein to update general education courses and to integrate curricular and co-curricular programs that will aid in retention and academic achievement.
- Five Cardinal Experiences:** Otterbein’s excellence in and focus on experiential learning have attracted national attention. In March of 2010, Otterbein was selected as one of six schools to serve as a site for experiential learning through the “Bringing Theory to Practice” project. Undergraduates extend their learning beyond the classroom through these five focused experiences:

  - 1. Community Engagement:** Students apply their knowledge and skills to local and global issues through community-based research experiences, service-learning courses and more than 70,000 hours annually of direct volunteerism at schools, non-profits and government agencies. Otterbein was one of three institutions to receive the Presidential Award for General Community Service and recognized by *Washington Monthly* as one of the top 50 institutions in the country for its service to society. Otterbein’s Center for Community Engagement, in partnership with Ohio Campus Compact and the University of Cincinnati, recently received a three-year \$1.2 million statewide consortium grant from the Corporation for National and Community Service Learn & Serve program, establishing over 90 service-learning courses as well as valuable higher education and nonprofit community partnerships.
  - 2. Scholarly Research and Creative Work:** Students work collaboratively with faculty members to produce scholarly and creative work and share their work with the broader community through presentations and publications.
  - 3. Leadership:** Students develop leadership skills through course work and involvement in one of our many student organizations or institutional projects and by assuming positions of responsibility within the university community.
  - 4. Global Engagement:** Through domestic and international intercultural experiences students gain a deeper knowledge of and respect for other cultures’ worldviews, values, customs and traditions.
  - 5. Internships and Professional Development:** Experiential learning opportunities not only help students synthesize, integrate and apply academic knowledge in professional settings, but they are also instrumental in helping students crystallize career and life goals.
- Student Transition and Retention:** Through such initiatives as the First Year Experience Program, the Senior Year Experience Program, the Center for Student Success, improved advising structures, the Common Book Program, the Center for Career Planning, and the Academic Support Center, the Academic Affairs division collaborates intentionally with the Student Affairs division to help students transition into college, complete their degrees and harness their education for success once they graduate from Otterbein.



- **Graduate and Professional Programs:** The graduate programs in Business, Education and Nursing at Otterbein maintain the University’s commitment to professional study grounded in a liberal arts tradition by encouraging each professional to enhance and enrich comprehensive knowledge and to contribute thoughtfully and purposefully to the needs of a diverse and dynamic society. Graduate faculty at Otterbein mentor students closely along the journey to becoming master practitioners.
- **The Center for Teaching and Learning (CTL):** The CTL, regarded as a national leader, supports all faculty at all phases of career development. CTL’s programs enhance curriculum development and assessment as well as course design and pedagogical exploration. The Center advances the institution through its support for faculty professional learning communities and leadership development, including support for faculty inquiry into undergraduate research, first-generation college students (which led to the recommendation for a first-year seminar program), global learning and service-learning prior to the establishment of the Center for Community Engagement. Through external grant funding, the CTL supports curricular reform for the Integrative Studies Program as well as technology and teaching, including a current collaboration with the campus instructional technologists to support the university’s academic goals.

### *Semester Conversion*

One of the academic priorities emerging from the strategic plan was moving Otterbein from a quarter calendar to a semester calendar beginning Fall 2011. More than a simple focus on the changes in the calendar and credit hour production, faculty and staff have harnessed the opportunity to re-imagine the Otterbein curriculum and strengthen its mission. The Otterbein faculty’s dedication to teaching and learning drove this important effort and is a clear example of the energy and priority focused on our students.

### **Mission**

*The mission of Otterbein University is to educate the whole person in a context that fosters the development of humane values. Otterbein University is a private, church-related, coeducational college that sponsors traditional and continuing education programs of liberal arts and professional education at baccalaureate and Master’s levels. Our commitment is to the liberal arts as the broad base of all learning.*

## **BACKGROUND**

Following the 25-year tenure of President C. Brent DeVore, Dr. Kathy Krendl assumed leadership as Otterbein’s 20th president in 2009. She is the first woman serving in that role. Dr. Krendl is characterized by her energy, creativity and focus on positioning Otterbein for the future within the current economic, social and political environment. She has set high expectations for establishing Otterbein as a model of a high-performing institution that builds on its heritage as an innovative institution to lead the way in preparing students for success in the 21st century. This vision requires the engagement of all faculty and staff in contributing to the success of the university. Such engagement and commitment begin with the senior leadership of the President and the Provost and Vice President for Academic Affairs.

Otterbein’s strategic planning process in 2006-2007, led to the emergence of creative curricular directions, program initiatives and changes in organizational structure. Notable progress has been made on key strategic initiatives and the implementation of other priorities continues. In response to changes in the higher education landscape since the initial implementation of the strategic plan, the university has narrowed its focus to four strategic goals:

- Development of a strategic enrollment plan;
- Expansion of graduate and adult programs;
- Improving financial strength; and
- Investing in faculty and staff

Focus in these key areas will ensure a position of strength for the university’s academic programs and the student experience.

## CHALLENGES

### Major challenges for the new Provost & Vice President for Academic Affairs are:

- Serving as the primary spokesperson and advocate for the distinctive nature of Otterbein's educational experience in maintaining the strong integration of the liberal arts and professional studies;
- Leading the process of working with faculty to develop high-demand graduate programs that build upon Otterbein's strengths;
- Strengthening support structures and systems related to the new undergraduate curriculum, beginning with development of the necessary support for full integration of the Five Cardinal Experiences;
- Supporting the development of online and hybrid course work at both the graduate and undergraduate levels to make Otterbein's programs accessible to new audiences;
- Identifying strategies to increase diversity in students, faculty and staff, consistent with the goals of the strategic plan and the enrollment plan;
- Promoting evidence-based decision-making;
- Reviewing governance policy and procedures to reflect the new university structure and clarify lines of accountability; and
- Bolstering institutional support for faculty scholarship and research and for staff professional development.

## QUALIFICATIONS

### Otterbein University seeks an inspirational leader, community builder and strategic thinker as its next Provost & Vice President for Academic Affairs. The successful candidate will demonstrate vision, energy, unquestioned integrity and will:

- Possess a terminal degree from a regionally accredited institution and demonstrate a record of excellence in teaching, scholarship and service that meets the requirements for academic tenure at Otterbein;
- Value and understand the importance of the faculty's role at a student-centered teaching university;
- Collaborate with the Student Affairs division to enhance the student experience;
- Understand the major issues and trends facing higher education, including enrollment management, governance, planning, technology and globalization;
- Have significant administrative and decision-making experience in a complex environment; achievement in the implementation of best practices in higher education budgeting, finance and strategic planning;
- Demonstrate competency in regional and specialized accreditation, program review and assessment;
- Be an effective listener, practice open and transparent communication and possess the capacity to engage, motivate and facilitate dialogue on issues of importance to the university; and
- Enjoy interaction with students, faculty and staff; and foster collegiality and trust.



# OTTERBEIN KEY INDICATORS 2010

Investment in Plant, less depreciation:	\$94,282,000
Plant Replacement Insured Value:	\$213,466,959
Endowment:	\$61,307,000
Total Pooled Investments:	\$72,737,000
Most Recent Capital Campaign Total	\$32,000,000
Budget:	\$59,000,000
Tuition:	FY10: \$27,321 FY11: \$28,413
Student Enrollment for 2010:	Total – 3,095 Undergrad Full Time – 2,324 Undergrad Part time – 350 Graduate - 421
Tuition Discount Rate:	43% overall
Average ACT Score for 2010:	Verbal: 23 Math: 23
First Year Student Retention Rate:	77.5%
Graduation Rate: 5 Year	60%
Living Alumni:	22,380
Number of Full-time Faculty:	168
Tenured:	107
Adjunct Faculty:	169
Average 2010-11 Faculty Salaries:	Professor \$71,000 Associate Professor \$61,000 Assistant Professor \$51,000
Student/Faculty Ratio: FTE-FTE	12:1
Fulltime Student/Fulltime Faculty:	14:1
Degrees:	BA, BS, BFA, BME, BMUS, BSE, BSN, MAE, MAT, MBA, MSN, DNP
Library Volumes:	450,000
Athletics League:	NCAA Div. III, Ohio Athletic Conference



## APPLICATION PROCEDURES

To be considered, candidates should e-mail, as MSWord attachments, a cover letter that addresses the challenges and qualifications listed above, a current résumé, and the names, phone numbers, and e-mail addresses of five references to **Otterbein@rhperry.com**. Review of applications will begin **March 11, 2011**.

### **FOR FURTHER INFORMATION, PLEASE CONTACT:**

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## POLICY

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

*Otterbein University is an equal opportunity employer and educator.*

**www.otterbein.edu**

