



Kenyon

# Kenyon's Next President

Leading the College into its Third Century



# At Kenyon, we build strong foundations for lives of purpose and consequence.



Kenyon College is a top-ranked liberal arts college distinguished for academic and writing excellence, close relationships among students and professors, and a strong sense of place. Each year, nearly 1,900 young people make the intentional decision to join a tightly woven community that embraces challenging work, creativity and a wide range of viewpoints. On an exceptionally beautiful hilltop campus in central Ohio, students and faculty are partners in inquiry, where they devote great attention to the work in front of them and the people around them.



**Highly selective in admissions and deeply committed to inclusive excellence,** the College attracts students from nearly all 50 U.S. states, almost as many countries, and varied backgrounds. Kenyon's curriculum centers on the traditional liberal arts and sciences, with a notable range of interdisciplinary programs. Course offerings reflect a strong interest in global engagement, as do many options for study abroad.

Kenyon prides itself, above all, on the strength of its faculty — accomplished scholars who place the highest value on teaching informed by scholarship. Other notable academic strengths include a distinguished literary tradition, an emphasis on writing excellence across the curriculum, numerous opportunities for students to pursue independent and collaborative research in the sciences, a vibrant drama program, and interdisciplinary centers that promote research, dialogue and action on pressing concerns such as democracy and sustainability.

Campus life is shaped by the small size of the student body — and thus the close-knit nature of the community — as well as by the fact that Kenyon is fully residential. New construction and renovation over the past two decades have given the College outstanding academic and residential facilities. Students enrich their experience by participating enthusiastically in athletics and in a wide variety of clubs and organizations. Tradition is strong at Kenyon, and the bonds formed with and among students extend through their alumni years. Kenyon students and alumni cherish professors, courses and campus traditions that they see as quintessentially “Kenyon.”

## Inclusive Excellence

Kenyon is first and foremost a place for academic and intellectual rigor, where students are both encouraged and challenged by an outstanding faculty, as well as one another. A liberal education thrives when it includes a wide range of perspectives. Over the past decade, the College has made unprecedented gains in the strength and diversity of its student body, its resources for financial aid, and its support for faculty and staff recruitment and development. Notable achievements include:

- This year, 24% of first-year students were U.S. citizens of color and 10% were international citizens. By comparison, in fall 2011, 17% of first-years were U.S. citizens of color and 3% were international citizens.
- Of current faculty, 27% are persons of color or international citizens as compared to 19% in 2013-14.
- The Kenyon Access Initiative, launched in 2021 with support from the Schuler Education Foundation and an enthusiastic response from the Kenyon alumni community, will boost scholarship resources by \$50 million in five years. It has already had an impact: This year's cohort of new students was Kenyon's most economically diverse yet.

- In 2019, the Kenyon faculty approved changes to their tenure and promotion criteria to affirm their commitment to cultivating inclusive and engaging learning environments.
- In 2020, Kenyon augmented its commitment to diversity, equity and inclusion with an invigorated emphasis on anti-racism.
- Since 2020, nearly 100 faculty and staff members have participated in the Kenyon Equity Institute, an intense five-day workshop focused on building more equitable classrooms and communities.

## STRENGTHS AT THE CORE

Kenyon enjoys a reputation as one of the country's best liberal arts colleges, which it has achieved through several key strengths:

**A sure sense of identity.** Kenyon is unwavering in its belief that an education rooted in the liberal arts and sciences, cultivated in an intentional community that considers a wide range of perspectives, will equip students to meet the challenges of their time.

**Enduring connections.** Faculty and staff, students and their parents, trustees and alumni all believe in Kenyon and that devotion yields tangible and intangible rewards.

**Leadership.** Kenyon has benefited from excellent governance, including exceptionally able and dedicated trustees, energetic and effective presidents, and senior administrators who bring talent, experience and a collaborative spirit to their work.

**Firm and prudent financial management.** Kenyon has achieved budget surpluses for 52 consecutive years. The 2022-23 operating budget is \$178 million.





A photograph of a historic stone building, likely a university hall, with a large tree on the left and a bicycle parked on the right. The scene is set in autumn, with fallen leaves on the ground. The building features a prominent arched entrance and a tower. The text "A Brief History" is overlaid in the center.

# A Brief History



Founded in 1824 by Philander Chase, the first Episcopal bishop of Ohio, Kenyon is the oldest private college in the state.



In the 19th century, the College rose to prominence by virtue of having educated a number of leading statesmen, most notably Edwin M. Stanton — President Lincoln's secretary of war — and Rutherford B. Hayes, who became the 19th president of the United States.

Kenyon's reputation grew significantly in the mid-20th century under its 13th president, Gordon Keith Chalmers. In addition to strengthening the faculty and academic program at the College — which remained a small men's school — Chalmers recruited the distinguished poet and critic John Crowe Ransom as the founding editor of the *Kenyon Review*. It was during this period that Kenyon became known nationally, indeed internationally, as a center of literary excellence. Kenyon alumni from this era who went on to notable careers in American letters include the poets Robert Lowell '40 and James Wright '52 as well as the fiction writers Peter Taylor '40, William Gass '47 and E.L. Doctorow '52.

Kenyon embraced coeducation in the late 1960s. The student population (fewer than 800 in 1968) grew steadily, surpassing 1,400 within 10 years of coeducation's advent and 1,500 within 20 years. Meanwhile, gender balance established itself: by the mid-1980s Kenyon had roughly equal numbers of men and women. The physical plant expanded. The faculty, too, increased in size, and more female professors joined the faculty.

The decades since coeducation have seen dramatic progress — in the quality and diversity of both the faculty and student body; in admissions selectivity; in the scope of the curriculum; in facilities; in student services; and in technological and financial resources supporting all facets of campus life.

Today, the College enjoys a reputation for well-rounded strength. The curriculum now includes an array of interdisciplinary programs in fields such as African diaspora studies, Asian and Middle East studies, biochemistry, computing, environmental science, international studies, Latina/o studies, law and society, molecular biology, neuroscience, public policy, and women's and gender studies.

Disciplined financial stewardship coupled with comprehensive fundraising campaigns have enabled Kenyon to increase its endowment while committing new resources to financial aid, faculty development, named professorships, campus maintenance and renewal, and the preservation of land in the surrounding area. This has been achieved in concert with a sustained effort to reflect more of the world's diversity in the Kenyon community, and to foster a genuine sense of belonging.

The College will celebrate this rich history and its ambitious future during its bicentennial year, January through December 2024.

## NOTABLE ALUMNI

Kenyon graduates have distinguished themselves in literature and the arts, public service, business, science, and many other realms.

[Visit Kenyon's website for a sample.](#)



**Paul Newman '49**  
Actor



**Matthew Winkler '77**  
Co-founder,  
Bloomberg News



**Allison Janney '82**  
Actress



**Bridget Brink '91**  
U.S. Ambassador to  
Ukraine



**Samie Kim Falvey '96**  
President,  
Picturestart



**Josh Radnor '96**  
Actor



**Colette Pichon Battle '97**  
Climate activist and  
disaster recovery lawyer



**John Green '00**  
Writer, "The Fault in  
Our Stars"



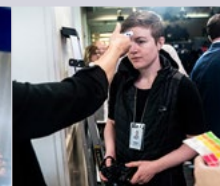
**Harrison David  
Rivers '04**  
Playwright



**Nadia Reiman '05**  
Editor, "This  
American Life"



**Nicholas Petricca '09**  
Musician, Walk the  
Moon



**Erin Schaff '11**  
Photographer,  
New York Times

A photograph of two scientists in a laboratory. They are both wearing white lab coats and clear safety goggles. The scientist on the left is a man with a shaved head, and the one on the right is a woman with dark hair tied back. They are looking down at a piece of paper on a table, with the woman holding a yellow pencil. The man's lab coat has the name "John E. Hofferbert, Ph.D." embroidered on it. The background shows laboratory equipment and shelves.

# Academic Program



## Two principles underpin the academic program at Kenyon.

One is a commitment to the liberal arts and sciences — a belief that this approach to education, with its emphasis on breadth, on critical thinking, and on writing and communication, is the best preparation for a life of purpose and consequence. The other is an emphasis on personal relationships. Relationships fuel learning at Kenyon.

Professors here are avid and accomplished scholars, whose research gives a vital foundation to their excellence in teaching. They work closely with students, in and out of class, challenging them, inspiring them, and frequently collaborating with them on research. They serve as academic advisors and personal mentors and often stay in touch with students for years after they graduate. Kenyon professors care about their students; they set high standards and help students meet them. This attention reaps great rewards: Kenyon consistently

produces Fulbright Fellows and Goldwater Scholars, and ranks eighth in the country for the proportion of STEM graduates to earn a doctorate in their field.

## Curriculum

Kenyon takes considerable pride in its curriculum, which is traditional but far from static. Rooted in the liberal arts and sciences, the curriculum takes shape in 20 academic departments within four academic divisions — fine arts, humanities, natural sciences and social sciences — plus 13 interdisciplinary programs.

All Kenyon students complete the same basic requirements for graduation, declaring a major and possibly electing a second major or a minor. Each major includes a

### VITAL ACADEMIC STATISTICS

40 majors, 26 minors and 12 concentrations

13 interdisciplinary programs

20 academic departments in 4 divisions (fine arts, humanities, natural sciences, social sciences)

Student-faculty ratio: 10 to 1

Classes with fewer than 25 students: 92%

Six-year graduation rate: 87%

### OFF-CAMPUS STUDY

Well over a third of the current junior class is studying off-campus for one or both semesters this year. Students can choose from almost 200 Kenyon-approved programs in more than 50 countries. Kenyon sponsors two off-campus programs of its own: Kenyon-Exeter, a yearlong program in England focusing on literature, and Kenyon-Rome, a semester program focusing on Italian art and culture.





Senior Exercise, a culminating academic experience defined by the department or program offering the major.

While no specific courses are required, students must complete diversification requirements giving them experience in each of the academic divisions. To further promote breadth, the College also requires that students complete the majority of their credits outside their major department. In addition, all students must complete a second-language requirement and a quantitative reasoning requirement.

## Faculty

The faculty forms the heart of the institution. At Kenyon, as elsewhere, faculty responsibilities include teaching, scholarship and service.

Here, excellent teaching has always held the highest priority. But the administration and faculty recognize that scholarly activity is vital, both for its own value and because it enhances teaching. As a result, Kenyon has built a faculty of engaged scholars and creative artists who participate in their disciplines — winning grants and fellowships, publishing articles and books, presenting research at conferences, and exhibiting their creative work. The College promotes these efforts through a number of faculty-development programs.

Faculty members take an avid interest in pedagogical issues, and the College supports a range of initiatives aimed at helping professors enrich their backgrounds, enhance their skills, stay abreast of new trends, and incorporate new technology in the classroom. In the past decade, the faculty has made impressive strides in thinking about what constitutes inclusive pedagogy and how to foster it. These efforts have earned national recognition for Kenyon, including competitive grants from the Howard Hughes Medical Institute, the Henry Luce Foundation and the National Science Foundation.

Because a diverse faculty benefits students, faculty and administrators alike, the College purposefully recruits people of color and those from abroad. Currently, 27% of the faculty are U.S. persons of color or international citizens.

### FACULTY AT A GLANCE

213 faculty members

123 are tenured

41 are in tenure-track positions

49% women, 51% men

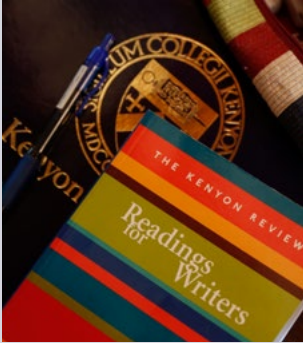
27% are persons of color or international citizens





## Only at Kenyon

In many respects, Kenyon resembles other leading liberal arts colleges. But location and history have given the College a unique character and a number of distinctive programs.



### The Kenyon Review

Founded in 1939, the Kenyon Review put the College on the map as a leading center of literary creativity and criticism, and supports Kenyon's reputation as The Writer's College. The list of luminaries to have appeared on its pages is long: John Ashbery, Samuel Beckett, Elizabeth Bishop, Rita Dove, T. S. Eliot, Ha Jin, Joyce Carol Oates, Mary Oliver, Flannery O'Connor, Carl Phillips, Sylvia Plath, Edward Said, Derek Walcott, to name a few. The Kenyon Review published many of these authors early in their careers, and it continues to cultivate talent, not only with the magazine but through its workshops and fellowships. Programs like the world renowned Young Writers Workshop, the Writers Workshop and the Writers Workshop for Teachers further extend its reach. Every year, nearly 60 Kenyon students serve as interns or associates.



### Gund Gallery

In 2011, the College opened the Gund Gallery, Kenyon's museum of contemporary art. Designed by the distinguished architect Graham Gund '63, the gallery includes state-of-the-art exhibition space along with facilities for the art history program. Its permanent collection includes some of the most celebrated artists of the 20th and 21st century, and its exhibitions, symposia, lectures and performances encourage cultural exploration in the broadest sense. The gallery is distinctly and purposefully interdisciplinary: more than 50 classes engaged with the gallery's collections and programs in spring 2021 alone. And about 65 students, across nearly 20 majors, work as gallery associates each semester and gain experience in all aspects of museum operations.



### Philander Chase Conservancy

Since its founding in 2000, Philander Chase Conservancy has contributed significantly to protecting open space and the rural character surrounding Kenyon. The Conservancy works with farmers, landowners, government agencies and other conservation organizations to conserve natural resources and ecosystems in a five-mile radius around the campus. The College is unique in its affiliation with a land trust. To date, the Conservancy has protected nearly 6,000 acres and seven miles of stream-side forest including some along the Kokosing River.



### Brown Family Environmental Center (BFEC)

Because sense of place is so important at Kenyon, and because its character is linked so closely to the natural beauty of the campus and surroundings, the institution places high value on its environmental center. The BFEC includes a 610-acre nature preserve encompassing forest, prairie and wetland habitats near the Kokosing, a State Scenic River. Professors and students use the preserve for research and classwork. The lands, including gardens and nearly 12 miles of hiking trails, are open to the public for recreation.



### Center for the Study of American Democracy

Created in 2007 with the help of a major grant from the National Endowment for the Humanities, the Center is devoted to promoting the discussion of pressing and often contentious public issues, but in a spirit of reasoned discourse — with depth, nuance and thoughtfulness. The Center sponsors lectures, panel discussions, and other events on campus, involving visiting scholars, policymakers, political figures and journalists who, in addition to making public presentations, meet informally with students and faculty. Every two years the Center hosts a conference featuring leading figures in public policy.





# Students

Genyon  
ORIENTATION  
LEADER



Kenyon students are an impressive group — strong academically, diverse in their interests and backgrounds, engaged in campus life and the world, open to new ideas and challenges.

They bring a wealth of talents and passions to the College, in realms ranging from the arts, to social and political issues, to athletics. Moreover, they feel free to defy specialization and define themselves broadly. Kenyon students tend to embrace many identities — science majors, for example, spend long hours in the lab, and may also perform with musical groups, do volunteer work, or play on a varsity team.

Kenyon is fortunate to have a self-selecting applicant pool that has more than doubled over the course of the last decade. This increased demand has led to a strengthened academic profile and increased diversity and talent. The character of the students who are drawn to the College is suggested by the list of other colleges to which Kenyon applicants also apply. In recent years, students who were admitted to but did not attend Kenyon most frequently enrolled at: Carleton College, Grinnell College, Ohio State University, University of Michigan, University of California—Berkeley, Wesleyan University, Bates College, Hamilton College, New York University, Vassar College, Colby College, Macalester College, Washington University in St. Louis, University of North Carolina, Denison University, University of California—Los Angeles, Brown University, Middlebury College, Bowdoin College, Oberlin College and the University of Virginia.

In fall 2022, the academic achievements of new students were among the highest recorded. Selected from the largest applicant pool in the College's history, the class had a mean weighted grade point average of 3.98,



#### STUDENTS AT A GLANCE

1,877 total students on campus (2022-23)

57% women, 43% men (a non-binary category will be introduced in fall 2023)

33% are U.S. students of color or international students

47 states and 48 countries

Home states with largest enrollments: New York, Ohio, California, Massachusetts, Illinois

with a mean SAT of 1422 and mean ACT of 32. Nearly 24% were U.S. students of color and another 10% were international students. This cohort, along with new transfer students, was also Kenyon's most socioeconomically diverse, with 34% more Pell-eligible and undocumented students than in the previous year (67 compared to 50).

Access and inclusion are top priorities for Kenyon and are supported by policy and a range of programs. Kenyon meets 100% of the demonstrated need of all admitted students. The Kenyon Academic Partnership, the oldest dual enrolment program in the country, along with Camp IV, a pre-college summer program, serve as important pipelines. KEEP and STEM, cohort-based programs for Kenyon students, provide summer enrichment, ongoing support and mentorship, and replace loans and work-study with additional grants. Because of the College's success in recruiting, retaining and graduating students from a wide range of backgrounds, Kenyon was one of five schools selected by the Schuler Education Foundation in 2021 to launch its unique accelerator program to expand college access. The Kenyon Access Initiative, as it is called here, will boost scholarships by \$50 million in five years. Likewise, Kenyon has been a member of the American Talent Initiative since 2017, an alliance of colleges and universities with high graduation rates committed to expanding access and opportunity for talented lower- and middle-income students.





From admissions officers and coaches to academic advisors and student affairs professionals, members of the Kenyon staff, like faculty, are committed to fostering a community in which every person has a sense of full belonging and the tools to reach their full potential. The Office of Diversity, Equity and Inclusion, the Office of Religious Life and the Center for Global Engagement provide a rich array of programs and services devoted to strengthening campus connections across cultures, faiths and personal histories.

## Student Life

Kenyon follows a semester calendar in which students normally take four courses in each 15-week term. This arrangement allows them to supplement classes with research and independent study. Free time enables the students to participate in sports, clubs, social activities and a variety of volunteer and paid work experiences. Numbering over 100, student organizations run the gamut, from cultural and political groups, to publications, to groups devoted to singing, dancing and theater. The spirit of campus life is warm and encouraging: students like to cheer on their classmates.

Kenyon is a residential college. By conscious design, 100% of students live on campus, creating multiple learning hubs. Students live in either traditional or apartment-style residences on campus, and participate in the meal plan. In recent years, the College has made

## STUDENT ACHIEVEMENT

Kenyon students regularly win prestigious fellowships and awards. Over the past decade, recognition of Kenyon students and recent graduates has included:

- 13** Goldwater scholarship recipients and **5** honorable mentions
- 13** Gilman scholarships
- 30** National Science Foundation graduate research fellowships and **32** honorable mentions
- 80** Fulbright award recipients and **29** alternates

a concerted effort to upgrade student housing, with an emphasis on apartment living. The redevelopment of several commercial buildings in the village added apartments to the center of campus. Three new residence halls on south campus will offer suite-style living for more than 300 students. And Bexley Hall, an historic building on the north edge of campus, will open in 2023-24 as a stately, newly renovated residence hall.

The Cox Health and Counseling Center, with a dedicated team of health professionals, provides compassionate onsite care and seeks to empower students to manage their health in preparation for life after Kenyon. In recent years, the center has augmented its resources for health promotion and joined JED Campus, a national initiative to help colleges address mental health issues.

## ATHLETICS

Kenyon is a member of the NCAA Division III North Coast Athletic Conference.

The College fields 22 varsity sports, 11 for men and 11 for women.

About 30% of Kenyon students play a varsity sport; many more participate in intramural and club sports.

Kenyon leads all Division III institutions with a total of 61 national championship trophies.

The College ranks second among all NCAA Division III institutions with 89 Postgraduate Scholarship recipients.

Men's and women's swimming teams have enjoyed extraordinary success and national fame. The men's team has won 34 Division III national championships; the women's team has won 24, including in 2022.







# Campus and Location



## The 1,200-acre Kenyon campus is one of the College's most distinctive and important assets.

Visitors are struck by the campus's beauty, and a number of publications, including *Architectural Digest*, have ranked the campus as the nation's most beautiful.

With its shaded lawns, stately stone halls and striking contemporary buildings, with its long views across farmland and forest, and with its central, tree-lined pedestrian artery known as Middle Path, the campus imbues Kenyon with a powerful sense of place. The essence of the College is inextricably entwined with the campus.

Of Kenyon's more than 150 buildings, a number of the most prominent date from the 19th century; their stone walls, spires and turrets give shape to the landscape. The entire South Campus — the most historic section — and much of the remainder of campus are on the National Register of Historic Places.

While preserving its architectural heritage, Kenyon has constructed and renovated a number of buildings to meet contemporary needs, all guided by a campus master plan that was updated in 2014. The College constructed a new building for the music program and renovated spaces in a historic hall in 1999. This was followed shortly by a new quadrangle for the sciences and mathematics, with two new buildings, a new addition for another building, and the complete renovation of yet another. The science quad was designed to facilitate lab instruction and faculty-student collaborative research.

A new athletics center opened in 2006, followed in 2008 by a fully renovated and partially reconstructed dining complex. The visual arts now have superb new facilities, thanks to a new gallery and art history building that opened in 2011 and a studio art building that opened in 2012. A neighborhood of student apartments also



Chalmers Library and Rosse Hall

opened in 2012. New teaching and office spaces for the English faculty opened in 2018. And thanks to two unprecedented gifts for capital projects — \$75 million and \$100 million respectively — the College is set to complete a new academic quadrangle, anchored by a stunning new library, and has broken ground on three residence halls on South Campus. Most of the new buildings were designed by Gund Partnership, the Massachusetts-based architecture firm founded by Graham Gund '63.



Horvitz Hall



Lentz House



West Quad



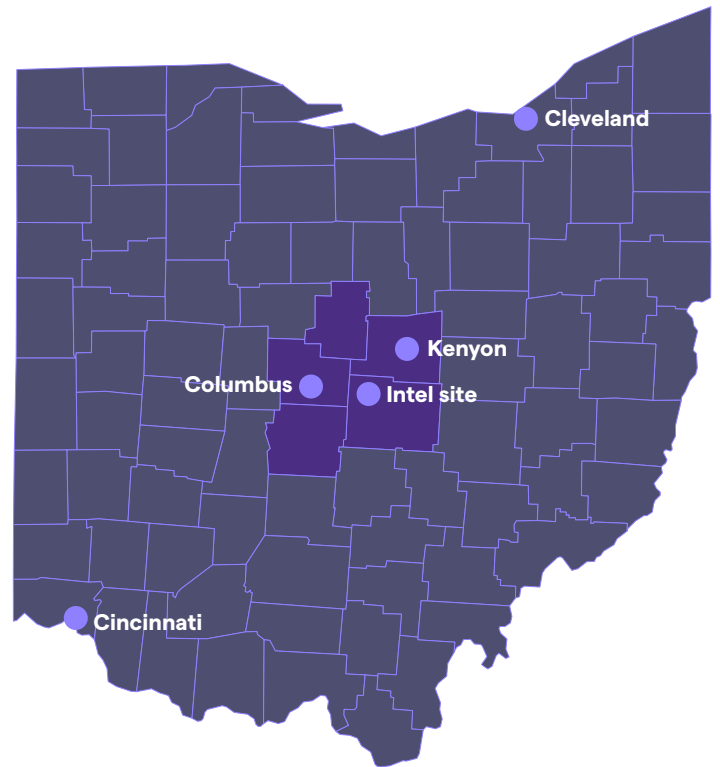
Lowry Center



The College regularly invests in commercial, recreational and mixed-use properties in the Village of Gambier, its campus home. And in 2017, Kenyon opened its first outpost in neighboring Mount Vernon, the county seat, about five miles west of Kenyon's campus. The Wright Center is a converted industrial space that provides state-of-the-art facilities for film production and a home for the Office of Community Partnerships, which coordinates student internships and curricular collaborations with local businesses and nonprofit organizations.

In recent years, Kenyon has worked energetically to protect the rural surroundings that contribute to its beauty. Some serve as laboratories for research and study, while others provide recreation and community connection.

In 2022, Kenyon launched a process to chart an effective, feasible path to campus decarbonization by 2040. When complete, the carbon neutrality master plan will assess Kenyon's existing energy infrastructure and recommend low-carbon alternatives, considering both short- and long-term priorities. The plan also will explore ecological solutions to capture and store carbon, a uniquely holistic approach afforded by Kenyon's long-standing commitment to land preservation.



## Central Ohio

Kenyon's location in central Ohio, with its unique cultural and economic influences — agricultural, industrial and tech among them — has long been a source of curricular enrichment. Columbus, America's 14th largest city, is about 50 miles southwest of Kenyon's campus and growing ever closer. In 2022, Intel announced that it will invest \$20 billion in the first phase of an anticipated \$100 billion semiconductor chip facility on the Kenyon side of Columbus. A year before, Amgen broke ground on what will be the largest biotech facility in the region. The opportunities are myriad: from research partnerships; to new and diverse pipelines for prospective students and career opportunities for Kenyon graduates; to regional investments in transportation, renewable energy and other smart development.





# Alumni

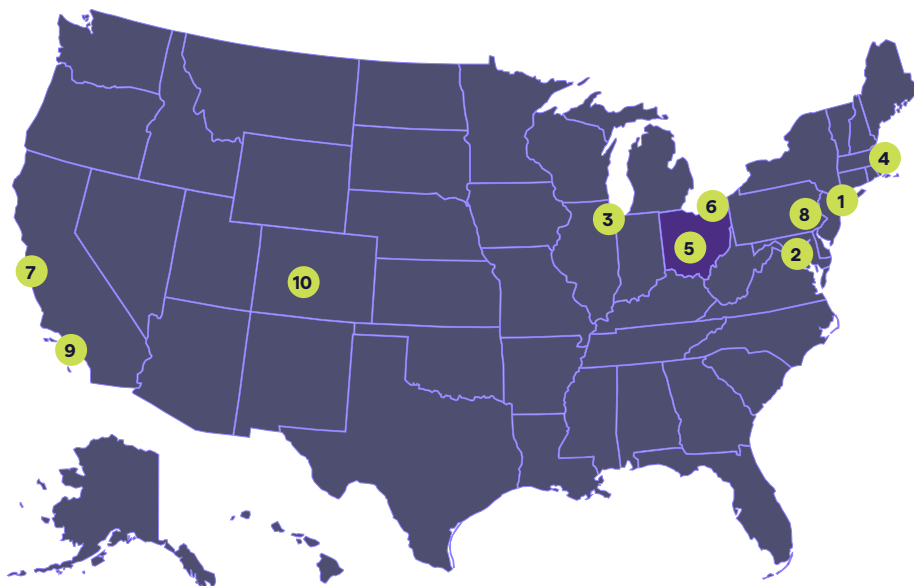


Kenyon has approximately 23,000 alumni living across the country and around the world. Near or far, a part of Kenyon remains with them, and they with Kenyon.

Regular surveys of alumni show that graduates remain exceptionally well satisfied with their education. That satisfaction is often demonstrated through giving, with more than 10,000 alumni having supported the current comprehensive campaign. Many Kenyon graduates remain friends for life, and there are a good number of Kenyon marriages. Alumni also stay in frequent touch with professors. Relationships that began as teacher-student mentoring blossom into durable friendships.

Kenyon strives to keep alumni connected to the College. Working with regional alumni organization chapters, the Office of Alumni and Parent Engagement sponsors events in cities around the country. Every Kenyon class holds quinquennial reunion weekends on campus. A record number of alumni, more than 1,600, returned to campus in May 2022 for the first reunion since before the pandemic.

Many alumni volunteer for the College. They serve on leadership councils and advisory boards. They participate in the Kenyon Career Network, assisting students and young alumni in exploring careers. They help organize reunions and other alumni gatherings. And they solicit gifts for the Kenyon Fund from their classmates, helping to broaden the alumni donor participation base.



**ALUMNI COAST TO COAST**

Kenyon alumni join together in regional associations in cities across the country. The 10 largest regional associations, ranked by alumni population, are:

1. New York City
2. Washington, D.C.
3. Chicago
4. Boston
5. Columbus
6. Cleveland
7. San Francisco
8. Philadelphia
9. Los Angeles
10. Denver



The image shows the grand entrance of Rosse Hall, a building with classical architectural features. Two large, fluted columns support a pedimented doorway. Above the doorway is a large, arched window with a grid pattern. The name 'ROSSE HALL' is carved in stone above the double doors. A student with a backpack is walking up the stone steps leading to the entrance.

# Institutional Management



## Finances

Careful financial management has made possible Kenyon's robust academic, student-life and outreach programs.

The College has been able to maintain a magnificent physical plant to a level such that it has little structural deferred maintenance, and it has been able to make significant additions to the physical plant — with new facilities across every academic division and student housing and dining. These achievements owe a good deal to well-structured borrowing, vigorous fundraising efforts, budgeted repair and replacement programs, and careful husbanding of operating budget surpluses. Kenyon's borrowings are solely for capital needs — long-lived assets that will be enjoyed by the campus population for years — not current operating expenses. This is a prudent way to foster generational equity so that no one generation bears the expense of an asset that will last for decades.

Contributing to the financial success of the College is a budgeting process based on a rolling five-year model and the full participation of all members of the president's Senior Staff. Kenyon completed the 2021-22 fiscal year with an annual operating budget surplus, marking

the 52nd consecutive year the College has run in the black. Neither during the pandemic nor during the national financial crisis of 2008 did Kenyon undertake workforce reductions. Kenyon's operating budget for the fiscal year ending June 30, 2023, totals \$178 million.

Under President Sean M. Decatur, Kenyon surpassed the original goal of the "Our Path Forward" campaign and will exceed the increased goal — \$500 million by 2024, Kenyon's bicentennial — thanks to the generosity of over 20,000 members of the Kenyon community. The College's endowment has grown to more than \$520 million, providing additional support for scholarships and financial aid. The "Our Path Forward" campaign followed on the success of the "We Are Kenyon" campaign, which ended in 2011 with \$240 million, \$10 million more than the initial goal.

Annual fundraising, centered in the Kenyon Fund and the Kenyon Parents Fund, contributes \$5.8 million to the operating budget. With nearly one-half of the alumni having graduated since 2000, the College has the opportunity moving forward to develop the next generation of Kenyon donors.

### FINANCES AT A GLANCE

**Endowment value:** \$520 million on June 30, 2022

**Operating budget for 2022-23:** \$178 million

**Discount rate in 2021-22:** 41%

**Amount raised for the operating budget in 2021-22:** \$5.7 million

**Consecutive years, to the present, in which the College has operated with budget surpluses:** 52

### OUR PATH FORWARD TO THE BICENTENNIAL

**Goal of current comprehensive campaign:** \$500 million by June 30, 2024

**Amount raised for campaign in 2021-22:** \$49.6 million

**Alumni participation in campaign:** 60%

**Campaign landmarks:** The two largest gifts in Kenyon's history (\$100 million and \$75 million), each for capital projects





## Governance

### Board of Trustees

Kenyon is fortunate in the quality of its Board of Trustees and in the level of the board's commitment and dedication to the College. This manifests in important ways, including a notably collegial and supportive board culture. The board meets at least three times annually and includes:

- 22 members elected at-large by the board for six-year terms
- 4 alumni trustees nominated by alumni and elected by the board for four-year terms
- 4 parent trustees elected by the board for four-year terms
- 1 Knox County trustee also elected by the board for a four-year term
- President, ex officio
- Bishop of the Episcopal Diocese of Ohio, ex officio
- Bishop of the Episcopal Diocese of Southern Ohio, ex officio



### Senior Staff

Kenyon has a very capable senior administrative team with a combined total of nearly 75 years of senior leadership experience at the College and a notable spirit of commitment and collaboration. There is a strong faculty presence on the College's senior leadership team, just one reflection of its grounding in the core educational mission. At present, Kenyon's Senior Staff comprises:

- Chief of staff
- Chair of the faculty
- Provost
- Three associate provosts
- Vice president for advancement
- Vice president for communications
- Vice president for enrollment and dean of admissions and financial aid
- Vice president for facilities, planning and sustainability
- Vice president for finance
- Vice president for library and information services
- Vice president and general counsel
- Vice president for student affairs

The administrative members of the Senior Staff head divisions of the College. These divisions are notable for their data-driven leadership and their collegiality in dealings both within and among the various administrative offices as well as with the student body and the faculty.

### Faculty

Kenyon has a long tradition of shared governance. The faculty is charged with responsibility for the curriculum and has significant decision-making or advisory roles in faculty retention and promotion, faculty development, academic standards and student retention, and student affairs. The faculty meets as a group six times per year to make legislative decisions in academic and related areas.

In 2017, the Kenyon faculty affirmed its commitment to freedom of expression. "Because the central mission of the College, liberal education, requires free and open inquiry in all matters, students and faculty should have the broadest possible latitude to speak, write, listen, challenge, and learn," the statement reads. "By listening to and challenging those with whom we disagree, we open ourselves to the possibility of learning."



## Strategic Planning

The advancements Kenyon has seen over the last decade reflect the careful design and execution of two successive strategic plans: the “Kenyon 2020 Plan” and “[Foundations for Kenyon's Third Century](#),” which steers the College today. It was drafted over the course of a year by a committee composed of trustees, faculty, staff and students, and was approved by the Board of Trustees and the faculty in 2021. The plan focuses on three primary areas of work: strengthening Kenyon's commitment to rigorous, dynamic learning in a contemporary context; building a thriving and diverse community united by a shared sense of belonging; and reinforcing a strong financial foundation for increased access and sustainability. Subsequent research has been conducted by the Art & Science Group to identify areas of the strategic plan that have the greatest potential to attract and retain a strong and diverse mix of students.

“Foundations for Kenyon's Third Century” is firmly rooted in Kenyon's mission to “build strong foundations for lives of purpose and consequence,” a mission rearticulated and affirmed by the Kenyon community in 2020. The strength of these initiatives comes from the many voices that gave them shape and the many hands that sustain them.

### FOUNDATIONS FOR KENYON'S THIRD CENTURY

- Engage students in rigorous learning on enduring and emerging questions, rooted in Gambier's residential community, with a global reach.
- Recruit, retain and educate a community of academically excellent students, reflective of the diversity of our nation and representative of the world, thriving as individuals, and united by a shared sense of belonging.
- Fully realize our mission into the third century by securing the College's financial foundations, advancing equitable access, and stewarding our built and natural environment.

## Our Mission

At Kenyon, we build strong foundations for lives of purpose and consequence. We harness the transformative power of a liberal arts education — engaging in spirited, informed, and collaborative inquiry — to form a deeper, more nuanced understanding of the world and all who inhabit it.

## Our Values

### Intellectual Empowerment and Creativity

We cultivate intellectual courage and humility in equal measure. We confront enduring and emerging questions with honesty and imagination. In the tradition of the liberal arts, we seek greater self-awareness and equip ourselves to learn for a lifetime.

### Embracing Differences

We commit to engaging a wide range of viewpoints, developing compassionate thinkers who value and embrace diverse cultures and identities. We believe equitable access to opportunity is essential to fostering a community in which every person has a sense of full belonging and the tools to reach their full potential.

### Kindness, Respect, and Integrity

We treat one another with respect and kindness, speaking with sincerity and acting with integrity, for we recognize the fundamental dignity of all. This unifies us across our backgrounds, identities, and positions. Practicing these challenging ideals connects us to the best parts of what makes us human. We support a culture in which we contribute to the well-being of others while we also care for ourselves.

### Enduring Connections to People and Place

Our residential environment promotes rich collaborations and lifelong connections. We form a close-knit and lasting community with strong ties to the village, county, nation, and world. Our natural setting shapes the way we learn and live, and we recognize our vital role in stewarding the environment.





A silhouette of an angel with large, feathered wings, playing a trumpet. The angel is positioned on the left side of the frame, facing right. The background is a deep blue night sky with a small, bright crescent moon on the right side. The text "Opportunities and Challenges" is centered over the angel's body.

# Opportunities and Challenges



## After nearly a decade at the helm of Kenyon College, [President Sean Decatur](#) has stepped down to lead the American Museum of Natural History in New York City.

Building upon Decatur's innovative and successful tenure, Kenyon's next leader will join the College's dynamic learning community at a time of renewal and evolution. In the search for its 20th president, Kenyon College seeks an inclusive, collaborative, courageous and energetic leader who can empower and support Kenyon's diverse community and prepare the College for the future. Embodying a spirit of community and inclusivity, the next president will take on the following opportunities and challenges:

- Maintain and enhance Kenyon's distinguished academic program, reputation and commitment to the liberal arts:** Kenyon College has a deep and sustained commitment to providing a traditional liberal arts education to students, graduating individuals who think deeply and critically and who will leave enduring legacies in their chosen fields. Kenyon has enjoyed a steady path towards increased student and faculty diversity, more selective admissions, and broader interdisciplinarity with academic courses and programs. The next president will continue this trajectory while honoring the College's well-established distinctions in the liberal arts and sciences. They will further leverage Kenyon's academic strengths, including the ongoing development of academic technology and an enhanced focus on a globalized curriculum and international study. This will raise the College's profile and visibility, both nationally and internationally, while deepening Kenyon's commitment to rigorous, dynamic learning in a contemporary context, which is a core element of the current strategic plan.
- Further strengthen the College's financial position:** Kenyon College enjoys a financial position that many institutions would find enviable, including a history of balanced budgets, even during the height of the COVID-19 pandemic. Furthermore, Kenyon is headed towards a successful close of a comprehensive campaign in 2024, raising more than \$500 million, while maintaining a robust enrollment picture and boasting a sizable endowment. The College has taken on debt strategically to finance program-enhancing building projects. Additionally, like most peer institutions, the College faces a rising discount rate as it seeks to be an affordable option for the nation's most talented students. To ensure accessibility to students from
- a wide range of economic backgrounds, attract and retain outstanding faculty and staff, and fund other strategic ambitions, the next president must continue to steward the College's fiscal strength. This includes diversifying funding sources, controlling costs effectively and growing the endowment — all while ensuring that the high standard of education, both within and outside of the classroom, is maintained.
- Enhance communication, collaboration and sense of belonging among the campus community:** Kenyon's size and location have contributed to a long-standing close-knit and trusting community that has become a hallmark of the Kenyon experience, but, as was true across the globe, the residential experience at Kenyon was interrupted during the COVID-19 pandemic. As the campus continues to navigate a new normal, the next president will take a leading role in encouraging communication, collaboration and trust among and between all stakeholders. This work will further the College's strategic goal of building a thriving and diverse community united by a common mission and shared sense of belonging. Furthermore, the president will ensure that difficult conversations are welcomed in tandem with the commitment to create an inclusive environment for all.
- Broaden Kenyon's connections to the local community and solidify its place as a leading voice in the region:** Kenyon's striking campus and Gambier location are intrinsically linked to the College's identity. The next president will embrace the challenges of the rural and politically diverse locale and capitalize upon the vast opportunities afforded by the region's natural beauty and economic strength in agriculture and industry. They will also foster expanded relationships and collaborations between campus and regional communities in various contexts, including leveraging new opportunities in the rapidly expanding and diversifying economy of the region, which should enhance the College's mission and community.
- Prepare the campus to be resilient in the face of sector-wide challenges:** With its many strengths, Kenyon is not immune to the many challenges facing small, private liberal arts colleges, such as appealing to new and diverse students, connecting the liberal arts to career, and the creation of niche academic programs. The next president must have a deep understanding of the higher education landscape, including demographic, political and societal pressures affecting educational institutions. The next president will be a tireless advocate for the value of a liberal arts education and strategic leader in preparing the College to successfully navigate these challenges.



## Qualifications and Desired Personal Characteristics

The successful candidate for Kenyon's presidency will possess a record of impactful and increasingly senior leadership, preferably with familiarity with undergraduate, residential or liberal arts settings. In addition to being prepared to lead the College through the above opportunities and challenges, the ideal candidate will display many of the following qualifications and characteristics:

- Intellectual depth and professional accomplishments appropriate to lead an academic community;
- Boundless passion for and a desire to advocate for the value and relevance of a liberal arts education;
- Exquisite communication abilities, including proactive listening skills, ability to engage in civil discourse, the capacity to carry forth Kenyon's message with grace and integrity, and a desire to make hard decisions while maintaining civility;
- Ability to advocate and successfully fundraise for the College;
- Big-picture thinking with an ability to incorporate both qualitative and quantitative information into decision making;
- Commitment to maintaining the high quality of Kenyon's curriculum, distinguished by its writing excellence and global orientation;
- A broad understanding of the current higher education landscape and a strong desire to lead an undergraduate, fully residential campus;
- Openness to collaboration with a range of external partners, locally, nationally and globally;
- Proficiency in engaging with, and being accessible and visible to, all members of the community, including students, faculty, staff, alumni, board members, local community members and more;
- An appreciation of Kenyon's location;
- Experience hiring and developing a strong senior team;
- Joyful engagement with many aspects of a president's work; and
- Humility, empathy, a fearless and transformational attitude, and a healthy sense of humor.



### For best consideration, please send all nominations and applications to:

Shelly Weiss Storbeck, *Global Education Practice Lead and Managing Director*

Susan VanGilder, *Managing Director*

Anne Koellhoffer, *Managing Associate*

Jeffrey Alston, *Senior Associate*

KenyonPresident@storbecksearch.com

For more information, please visit Kenyon College's home page at [kenyon.edu](http://kenyon.edu).

Kenyon College is an equal opportunity employer and applications from members of all underrepresented groups are encouraged. It is the College's policy to evaluate qualified applicants without regard to race, color, national origin, ancestry, sex, gender, gender identity, gender expression, sexual orientation, physical and/or mental disability, age, religion, medical condition, veteran status, marital status, or any other characteristic protected by institutional policy or state, local, or federal law. Kenyon College has a strong commitment to supporting diversity, equity, and inclusion. Please visit our [Diversity at Kenyon](#) website.



Kenyon