



BEREA COLLEGE Berea, Kentucky

Located on the edge of the Cumberland Mountains, a place described as “where the mountains meet the bluegrass,” Berea KY is a small city of about 12,000 population, recognized as Kentucky’s folk arts and crafts capital.

THE SEARCH FOR A PRESIDENT

The Berea Board of Trustees announces the search for the College’s ninth president and the Search Committee invites nominations and applications for the presidency of one of this nation’s most distinctive and historic liberal arts colleges. The search begins as President Larry D. Shinn successfully completes 17 years of impressive institutional achievement.

Since its 1855 founding by radical abolitionist, John G. Fee, Berea’s mission, people, programs, and ethos have been guided by the welcoming and inclusive words, “God has made of one blood all peoples of the earth” (Acts 17:26). Embracing these words, which serve as the College’s motto, Berea has steadfastly built an excellent liberal arts program of national reputation, while maintaining its commitment to the Appalachian region, to interracial education, and to the equality of all women and men from all nations.

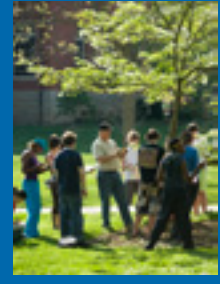
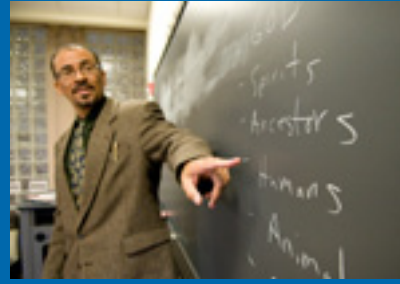
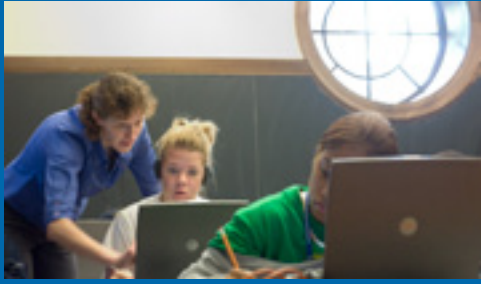
Dr. Shinn’s retirement will occur on June 30, 2012, culminating a recent period of intensive planning designed to deal, in part, with the new economic realities facing all of higher education. A new president will be asked to confidently, strategically, and creatively lead a program of “Engaged and Transformative Learning” in a significantly restructured academic model. Berea will continue to offer a solid institutional self-understanding while encouraging exploration of energetic new initiatives that are consistent with “The Great Commitments” of Berea’s mission. Taken together, this scenario provides an uncommon opportunity for leadership from which the next president will be asked to advance Berea College.

THE GREAT COMMITMENTS

- **To provide an educational opportunity primarily for students from Appalachia, black and white, who have great promise and limited economic resources.**
- **To provide an education of high quality with a liberal arts foundation and outlook.**
- **To stimulate understanding of the Christian faith and its many expressions and to emphasize the Christian ethic and the motive of service to others.**
- **To provide for all students through the Labor Program experiences for learning and serving in community, and to demonstrate that labor, mental and manual, has dignity as well as utility.**
- **To assert the kinship of all people and to provide interracial education with a particular emphasis on understanding and equality among blacks and whites.**
- **To create a democratic community dedicated to education and equality for women and men.**
- **To maintain a residential campus and to encourage in all members of the community a way of life characterized by plain living, pride in labor well done, zest for learning, high personal standards, and concern for the welfare of others.**
- **To serve the Appalachian region primarily through education but also by other appropriate services.**

<http://www.berea.edu/about/mission.asp>
<http://www.berea.edu/about/christianidentity.asp>

Investing in lives of great promise



ABOUT BEREA COLLEGE

At the time of Berea's founding in pre-Civil War Kentucky, the notion of racial and gender equality was unheard of and almost unthinkable. It was a time when laws forbade teaching blacks to read or write and education for women centered mostly on domestic skills. Since its founding 156 years ago, Berea has consistently pursued human dignity, equality, and peace with justice. Berea remains committed to furthering its inspiration and the cause of equality and dignity of all people.

Berea's non-sectarian inclusive Christian Commitment welcomes students and faculty representing all of the major world faiths, or no religious faith at all. To this end, Berea has worked to enroll one of the most diverse student bodies among liberal arts colleges in the nation, with minorities representing one out of four Berea students. Such diversity reveals Berea's openness to all people and prepares Berea students for living in a multicultural world.

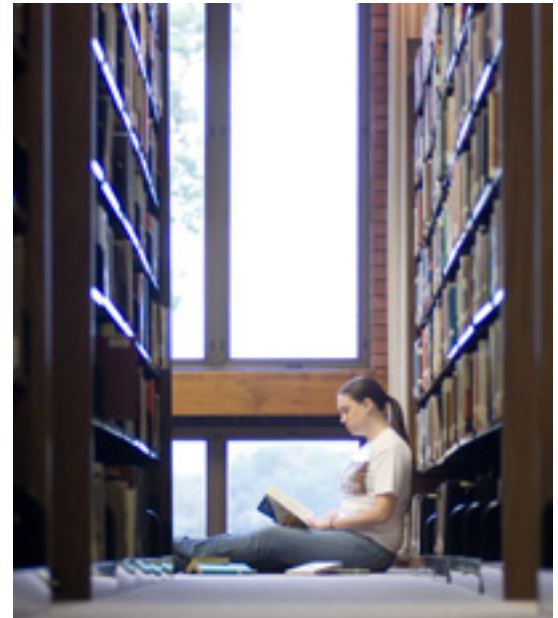
Embracing a self-help philosophy, Berea seeks out promising students of low-income with a recruiting emphasis in the mountains of Appalachia and offers them an affordable education. The College provides every admitted student with a full-tuition scholarship, currently valued at \$100,000. Admission is granted only to college-going students who are academically talented and in need of financial assistance; the average annual household income of Berea families is less than \$30,000.

The Academic Experience

National publications repeatedly have named Berea College as a top liberal arts college, citing its strength in teaching as a distinctive characteristic. Berea retains an excellent faculty from prestigious graduate programs across the nation and the world, including 119 full-time faculty and 39 part-time faculty. Currently, 89% of faculty hold the highest degree in their fields. Berea maintains an 11:1 student-to-faculty ratio and seventy percent of all classes have 20 students or fewer.

Berea faculty distinguish themselves as excellent teachers committed to student learning, who help to personalize the undergraduate experience through classroom teaching, advising, labor supervision, and other ways. They are also active in the scholarship of teaching, as well as traditional scholarly fields, and they collaborate closely on many issues. They seek opportunities to team teach, to create new campus programming, and to build links across the programs. With Mellon Foundation support, they have traveled in groups of 15-20 to such places as Egypt, China, and the Galapagos, and they have engaged in summer workshops on projects to assess and improve various segments of the curriculum and co-curriculum. When asked to work with the administration in order to make Berea better, they give generously of their time, intellect and creativity.

Nearly 1,600 students enroll with 75 percent from Kentucky and the Southern Appalachian region. African-Americans comprise about 20 percent of Berea's enrollment and more than five percent are international students. All come to Berea with high academic potential to face the challenges of a rigorous liberal arts curriculum. Over 90 percent of Berea students are Pell eligible. The freshman-to-sophomore retention rate is approximately 80 percent and the five-year graduation rate is approximately 65 percent. Berea graduates have a proud record of accomplishment, including a Nobel Prize in Chemistry and in recent years multiple Fulbright, Truman, Cooke, Compton, Udall, and Watson fellowships and scholarships.



Investing in lives of great promise



As an undergraduate liberal arts college, Berea has a substantial General Education curriculum that includes several interdisciplinary courses and other features rooted in its mission. The College confers Bachelor of Arts and Bachelor of Science degrees. Majors are available in African and African American studies, applied science and mathematics, agriculture and natural resources, art, Asian studies, biology, business administration, chemistry, child and family studies, communication, computer and information science, economics, education studies, English, French, German, history, mathematics, music, nursing, philosophy, physical education, physics, political science, psychology, religion, sociology, Spanish, technology and industrial arts, theatre, and women's studies. Berea also provides pre-professional preparation for programs of dentistry, engineering, law, medicine, pharmacy, physical therapy, public health, and veterinary medicine. Students are consistently encouraged to think creatively about the design of their major field(s) of study, incorporating independently designed majors such as Appalachian Studies and Sustainability and Environmental Studies.



The College offers dual-degree programs in engineering with the University of Kentucky and Washington University in St. Louis, Missouri. This program of study leads to a Bachelor of Arts degree from Berea College and a Bachelor of Science degree in engineering from either the University of Kentucky or Washington University in St. Louis. (<http://www.berea.edu/academics>)

“Engaged and Transformative Learning”

To effectively respond to the 2008-09 financial downturn, Berea launched an initiative to amend its revised 2006 comprehensive strategic plan, *Being and Becoming*. Constituent-based, scenario planning task forces conducted an intensive seven month visioning process that produced three alternative programmatic and budgetary scenarios for the College in 2009. After considerable campus conversation, the College created a blended scenario titled “Engaged and Transformative Learning” that recommended a number of progressive “building blocks,” including a new academic calendar, reorganization of 27 academic departments into six academic divisions, a recommendation to create an integrated Center for Transformative Learning (career development, internship, teaching/learning resources all in one place), and better utilization of Berea’s labor program. The scenario planning also:

- reduced the operations budget by 15%;
- reduced staff by 12%;
- significantly restructured academic and administrative units;
- increased the student enrollment target from 1530 to 1600.

The “Engaged and Transformative Learning” scenario was passed by the General Faculty, the Administrative Committee, and the Board of Trustees in the spring of 2010.

Student Labor Program

All Berea students participate in the college’s labor program, working closely with dedicated staff and faculty to learn valuable skills and develop a strong work ethic. The Student Labor Program is based on an understanding and expectation of labor as student- and learning-centered, as service to the College and broader community, and as providing necessary work at a high level of accomplishment. Every student is required to work at least 10 hours per week in a college job as part of their educational experience. Berea’s Labor Program creates an atmosphere of democratic living that emphasizes the dignity of all work and provides opportunities for students to earn money for their room, board, and books. In the early days, student labor included carrying water or firewood, serving meals, tending crops, or other important tasks. Today, students build their labor transcript by working in the student craft industry, in sustainable farming assignments, as researchers in college laboratories, videographers, computer technicians,



public relations assistants, and teaching associates in more than 100 other labor departments. Berea, along with six other schools in America, is a member of the Work Colleges Consortium. (<http://www.berea.edu/laborprogram/about.asp>)

The Fiscal Model

Berea charges no tuition. Approximately 75 percent of Berea's operating budget is funded from the College's endowment, 12 percent is funded from external federal and state scholarships, and the remaining 13 percent is funded from annual gifts and other income.

Berea's financial position is very strong. As of April 30, 2011, the College's endowment was valued at \$989 million with other assets placing the College's total net worth at over \$1.1 billion. Through prudent asset allocation and positive equity markets, the endowment provided an investment return of 11 percent in 2009-2010. During the 2009-2010 fiscal year, the endowment experienced a market-price increase of \$55.6 million, and more than \$15.6 million was added to the endowment as a result of gifts and matured planned giving instruments.

A Sustainable Campus

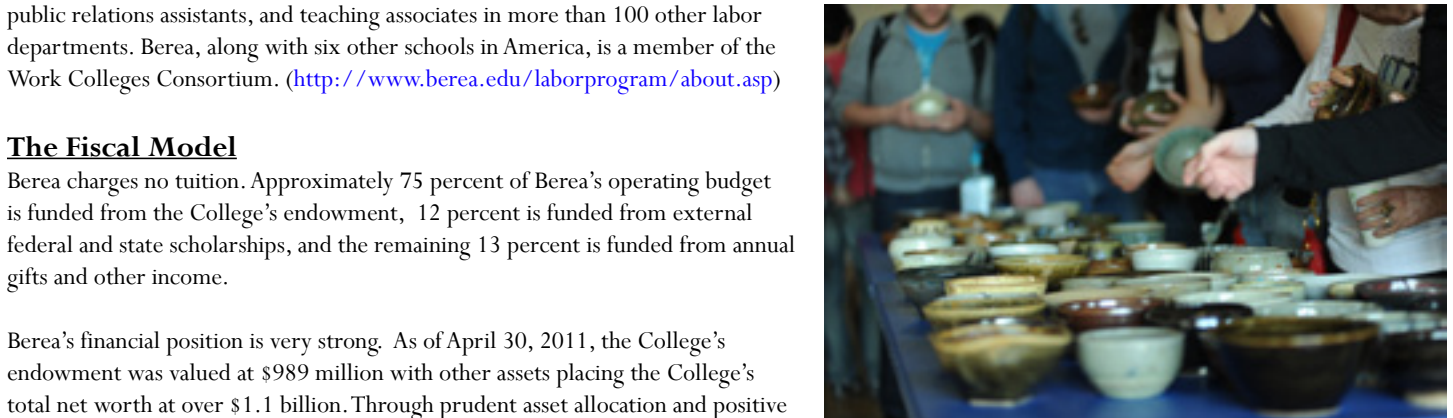
Building on the College's legacy to "plain living" through frugality and good stewardship of resources, Berea has become a national leader in sustainability. The College has invested more than \$130 million in sustainable renovations of nearly two dozen campus buildings, including Kentucky's first LEED building—Lincoln Hall—and an Ecovillage for students who are married and/or have children. Berea's historic Boone Tavern Hotel received an \$11 million renovation recently that makes it the first LEED Gold certified hotel in the state.

This major commitment to sustainability has become integral to the quality and character of life at Berea. Evidence of this commitment is seen in the approval this winter of a ten-year roadmap for further developing Berea's sustainability, an outline which will inform Berea's larger comprehensive strategic plan.

Design is underway for a new residence hall, to be completed in 2013. The building is intended to exceed LEED specification in construction and operation, and could set a new sustainability standard at Berea. The central campus of more than 50 academic, residential, and administrative buildings situated on 140 acres is supplemented by more than 1,200 acres of farmland and 8,000 acres of forestland from which to strengthen an institutional focus on being a carbon neutral campus. In this regard, initiatives in academic program, plant, and sustainable operations offer exciting opportunities. (<http://www.berea.edu/sustainability/default.asp>)

Service

Berea's Center for Excellence in Learning Through Service (CELTS) provides a coordinating umbrella for a deeply embedded institutional commitment of service to others. Many of the current service and outreach opportunities coordinated by CELTS have been in existence for decades, underscoring the permanence this basic tenet of the Berea lifestyle. Students for Appalachia, the Bonner Scholars Program, Habitat for Humanity, and People Who Care are representative of the activity housed in CELTS' domain, where other initiatives are explored to further integrate service into the Berea curriculum. Many faculty integrate quality service-learning experiences in their courses. Other experiential service is available through the Internship Program, such as the Shepherd Poverty Alliance. (<http://www.berea.edu/celts/> and <http://www.berea.edu/internships/>) More information may be found at <http://www.berea.edu> and www.berea.edu/ira/factbooks.asp.





THE AGENDA FOR BEREA'S NEW PRESIDENT

The next Berea president will have the enviable assignment of leading an excellent liberal arts college with an unparalleled record of service to the region and an increasingly prominent national reputation based on that service. New leadership must fully embrace the Berea mission, appreciate the complexity of fulfilling that mission's Great Commitments with balanced emphasis, and build Berea's future around the sense of purpose shared among and between all campus constituencies.

A new president will also be encouraged to provide a contemporary expression to The Great Commitments by thinking creatively, responding progressively, working collaboratively, and moving courageously. In so doing, she/he will be asked to deal with local, regional, national, and global challenges that will impact Berea's ability to do what it does best - - provide low-income students of high academic ability, of diverse ethnicity, and primarily from Appalachia, with an affordable, high-quality liberal education in an integrated, continuous learning community dedicated to inclusive Christian values.

The resulting presidential agenda includes, but is not limited to, the following critical opportunities:

Implementing the Strategic Plan

Berea's next president will inherit a comprehensive strategic plan titled Being and Becoming, first approved in 1996 and revised in 2006. New leadership will be asked to implement and monitor the plan's most recent changes as suggested in the "Engaged and Transformative Learning" scenario. Staffing, organization, program, academic calendar, and academic restructuring from departments to divisions will require the president's attention to ensure a continued smooth transition.

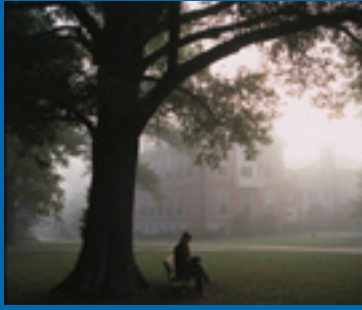
Extending the Vision

In the longer term, a new president, working with faculty, staff, and trustees, will be expected to craft the next process and develop the next plan for extending Berea's vision into the future. The next president will accept responsibility for an exceptional liberal arts college with accomplishments influenced by a distinguished lineage of presidential predecessors.

- As a strategic matter, Berea will continue to be impacted by the magnitude and velocity of current change affecting higher education, making ongoing creative and strategic planning absolutely necessary.
- As a practical matter, the comprehensive strategic plan and the Berea program have been altered by the recent scenario planning. The next president must look at the plan's remaining objectives and redefined directions to find an appropriate starting point for the next iteration of planning.
- As a factual matter, Berea faces reaccreditation by SACS in 2015, an opportunity that will require new planning objectives and fresh vision.

The college community will expect open discourse with the president in order to plan inclusively and understand clearly the future directions that will enhance Berea's program. Current threads that could create the fabric of that conversation include the size of the student body, the scope of service offered to the region, assessment of the new curricular structure, enhancement of the labor program, and the level of support offered to Berea students as they prepare to graduate and enter society.





Enhancing Berea's Philanthropic Culture

With few exceptions, presidential searches include the expectation that new leadership will be effective at fundraising. Given the financial model at Berea and the major reliance on endowment for annual revenues, this expectation is elevated to an essential requirement of Berea's presidency. The instinct, ability, comfort level, and immersion of a new president in the development and stewardship of philanthropic resources for Berea will be a top priority.

Total annual giving to Berea has averaged about \$25 million a year for the last half-dozen years. A comprehensive six-year capital campaign was concluded in 2005-2006 (Berea's Sesquicentennial) totaling \$162 million, \$12 million over the campaign goal. Berea also benefits from a significant stream of bequest support that returns about \$15 million annually with notably attractive exceptions in some years. Future strategic planning will help to determine the upcoming capital and operational needs that will require the president's attention on an ongoing basis.

A key ingredient in support of the president's philanthropic efforts is the recent appointment of a new vice president of development, to be effective July 1, 2011. Her early work to refine strategies and develop infrastructure will enable a new president to be involved immediately in the cultivation of philanthropy.

Engaging external constituencies, setting development expectations, establishing priorities for future fundraising, and implementing philanthropic outreach are all opportunities awaiting the next Berea president.

Sustaining Community

It is not surprising that the distinctiveness of institutional mission results in a distinctive sense of community on the Berea campus. Commitment to learning, labor, service, and diversity has led to a widespread understanding of what it means to be a Berean. The result is a vibrant campus community! The people of Berea College will look to a new president to visibly engage all aspects of campus life. The open discourse needed for successful planning will provide an early opportunity to build trust and to reinforce this sense of community. Berea's campus ethos is most sharply in focus when everyone is fully engaged in bringing their "gifted heads, gifted hands, and gifted hearts" to the day-to-day life of the College.

These same community-building qualities, when exercised beyond campus boundaries, will also nurture Berea's long-standing and inextricable "town/gown" relationships. This extension of the Berea College community has helped to affirm the historic sense of place in which Berea grounds itself.

Nurturing Effective Governance

A specific manifestation of Berea's community is found in well-established practices of shared governance. For many, the recent scenario planning was indicative of Berea's ability to model best practices in shared governance. A new president will be expected to apply these practices among and between staff, faculty, and trustees and through participation that is in the best interest of all Berea stakeholders.

Especially important in Berea's governance equation will be the president's role in engaging the Board of Trustees. Trustees are optimistic about the



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Board's ability to "do more" through greater participation in Board functions, involvement in public advocacy and fundraising, and other supportive activities for a new president. Presidential leadership should come to Berea ready to determine how to effectively maximize this potential with a personal style that will engage the Board and support their continued development.

Demonstrating Leadership/Practicing Management

The successful Berea presidency will require a balance of authentic leadership, refined management, and seasoned financial acumen in order to optimize Berea's future growth. The president's role requires that she/he becomes Berea's 'chief spokesperson' on a wide array of important issues. The style and substance by which the president assumes this role will set a tone for institutional expectations and staff/faculty engagement.

Berea has consistently benefitted from a committed group of senior administrators who can enhance the College's work through their respective spheres of responsibility. By delegating appropriately, empowering consistently, and evaluating carefully, the next president has a clear opportunity to lead an effective senior team. Moreover, leadership will best be exercised when the value of all of Berea's human resource is respected, honored, and maximized.

Berea's financial condition is central to the welfare of many areas that demand the president's attention. Moody's AAA rating, current restructuring and budget reductions, and recent recovery of the endowment corpus have all enhanced Berea's fiscal equilibrium. While strong administrative and trustee support is available in this area, the new president must have the acumen to provide financial stewardship for all of Berea's people and programs.

Distinguishing Berea on the National Stage – Berea's regional mission in Appalachia provides a provocative backdrop for its national reputation and commitment to excellence. A new president must continue to balance the College's service to its region with its impact on the fabric of higher education nationally. New leadership has an opportunity to build on existing strengths by aggressively extending Berea's preeminent educational profile. In so doing, Berea's message can provide a clarion call in the influence of public policy, presentation of new academic models, and opportunities for educational philanthropy dedicated to the Appalachian region.

The president will be encouraged to imagine progressive developments at Berea that will set new standards of excellence. When raised nationally, Berea's voice will provide leadership for all colleges and universities; when achieved locally, Berea's actions will continue to enhance the quality of life in Appalachia.



DESIRED ATTRIBUTES FOR BEREAS NEXT PRESIDENT

Berea's next president will reflect many of the qualities that the College seeks in its students: scholarly purpose, intellectual acumen, idealism, social responsibility, devoted work and service ethics, and a respect for Berea's strong Christian heritage. Personal characteristics of warmth, integrity, authenticity, relationship building, and a sense of humor will all be important. A reputation for setting high standards will also be expected. While the Search Committee is eager to consider many possible pathways to the Berea presidency, strength of preparation as reflected in solid academic credentials will be desirable. In addition, other specific characteristics and experiences are crucial. The successful Berea president will be:

- A person who demonstrates an appreciation for the history, mission, and values of Berea College;
- A visionary leader and gifted administrator, who builds trust while prioritizing complex issues and making difficult decisions;
- A passionate advocate for the liberal arts, embracing a setting in which teaching and learning are highly valued;
- A person with proven abilities inspiring a robust philanthropic culture and generating increased gift resources;
- An accomplished communicator, prepared to listen and engage the Berea community through conversation and collaboration;
- A strategic thinker who conceptualizes, plans, builds consensus, and implements new initiatives as appropriate;
- A person of financial acumen who applies these skills to enhance the core values of Berea College;
- A proponent of service to the Appalachian region, while comfortably providing leadership for Berea on the national stage;
- A person of intercultural competence and global perspective, committed to diversity in its many forms and engaged in promoting it;
- A visible participant in Berea's campus community, actively engaging student, staff, and faculty perspectives;
- A person knowledgeable about the issues facing independent liberal arts colleges, including best academic practices, the complexities of governance, sustainability, and new technologies.





THE PROCESS OF APPLICATION

The Berea College Search Committee will be accepting nominations and evaluating application materials on a rolling basis throughout the summer of 2011, and will begin to narrow the candidate pool late in August. Although applications will be accepted until the time that a new president is selected, candidates should submit materials by August 17 for the most favorable consideration. The new president will be invited to begin work on or about July 1, 2012.

Dr. Thomas B. Courtice of Academic Search, Inc. is assisting with this search. Nominators and prospective candidates may contact him at Tom.Courtice@academic-search.com or at 202-332-4049. Applications should be addressed to:

Elizabeth Culbreth and Nancy Blair, Co-Chairs
Presidential Search Committee
and submitted electronically to
BereaPres@academic-search.com

All inquiries and applications will be received and evaluated in full confidence. Materials should include a letter of candidacy that responds to the AGENDA FOR BEREAS NEW PRESIDENT; a complete CV or resume; and the names and contact information (phone and e-mail) for three references, none of whom will be contacted until a later stage of the search nor without the formal permission of the candidates.

In keeping with the College's inclusive Christian tradition and emphasis on the dignity and worth of all people, Berea values and embraces diversity through encouragement of applications from women and members of minority groups. All applications for employment are considered without regard to race, color, religion, gender, sexual orientation, national origin, age or disability.



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