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The Search for a President

The Board of Trustees at Baldwin-Wallace College (B-W) has begun the search for its ninth president and invites nominations and applications from persons who will provide outstanding leadership. The search is launched in response to Richard W. Durst’s decision to retire from the presidency at the end of the 2011–2012 academic year. As a result of his successful tenure, the next president will find a comprehensive independent college poised to continue a pattern of remarkable progress. B-W’s program effectively combines the liberal arts and professional studies, is supported by a strong financial position, and will provide new leadership with an array of opportunities to make it the premier college of its type in Ohio and the region.

B-W’s appetite for creative growth and its momentum toward strategic change are grounded in a philosophy of education that has long been said to provide a *“quality education with a personal touch.”* Academically focused and committed to quality, Baldwin-Wallace seeks a president who will build on the College’s historic strengths while providing bold leadership and decisive management toward a future of distinctive institutional achievement.



About Baldwin-Wallace College

Founded in 1845 by John Baldwin and strengthened in 1913 through a merger with neighboring German Wallace College, Baldwin-Wallace was among the first colleges to admit students without regard to race or gender. That spirit of inclusiveness and innovation has sustained B-W's growth over 166 years and continues today. While adjusting its response to changing external environments, B-W is anchored by its fundamental sense of educational purpose, its strength of community, its recognition of individual differences in students and their learning needs, its belief in the liberal arts as the core for all of its programming, its dedication to learning as a lifelong process, and the values reflected in its historic relationship with the United Methodist Church.

The Program The B-W curriculum has been built around the belief that the study of the liberal arts will equip students with creative problem-solving abilities, communication skills, critical thinking abilities, and intercultural sensitivity that will prepare them for any career. The academic program is grouped in seven divisions: Business Administration, Education, Health and Physical Education, Conservatory of Music, Humanities, Social Sciences, and Natural Sciences and Mathematics. More than 60 academic majors are available to traditional undergraduates. The Adult and Continuing Education program offers 17 majors and six certificate programs. B-W is accredited by the North Central Association of the Higher Learning Commission, the National Association of Schools of Music, the National Council for Accreditation of Teacher Education, the Commission on Accreditation of Athletic Training Education. The College will be seeking accreditation by the American Association of Collegiate Schools of Business. Five undergraduate degrees (Bachelor of Arts, Bachelor of Science, Bachelor of Science in Education, Bachelor of Music, and Bachelor of Music in Education) and two graduate degrees (Master of Arts in Education and Master of Business Administration) are offered. B-W continues to build for the future by creating new programs of study; eleven new majors have been approved in the last four years.

The development of student services, the co-curriculum, and Career Services are an integral part of creating a reputation of distinction for B-W. Key to this model is the implementation and use of an integrated Graduation/Action Plan. The Graduation/Action Plan is a four year tool to create an eight-semester outline of access to B-W's rich array of high impact learning experiences in and out of the classroom. Students who follow the plan will graduate with a personal "network of influence" to help guide career choice and employment opportunities.



The People

At the core of the B-W learning environment are 167 full-time teaching faculty, about 100 of whom are tenured and nearly 80 percent of whom hold a doctorate or other terminal degree. With classes averaging 18 students and a student-faculty ratio of 15:1, faculty can offer students individual attention throughout their B-W programs. Most faculty members are eager to involve students in their scholarship, research, and other creative endeavors. B-W also augments the full-time faculty with outstanding lecturers drawn from throughout Greater Cleveland. Corporate leaders, educators, politicians, research scientists, composers, and members of the Cleveland Orchestra regularly bring their experiences into the classrooms as teachers, advisors, and mentors. The 2011 NSSE scores indicate higher levels satisfaction with student-faculty interaction, active and collaborative learning, and enriching educational experiences at B-W than the average scores recorded by students at all other U.S. colleges participating in the survey.

Full-time undergraduate enrollment currently totals 3,518, including 476 adult and continuing education students and 1,800 students living on campus. Having adopted a “test optional” admissions policy, B-W’s 2011 average freshmen ACT scores was 23. B-W also enrolls 659 graduate students, 611 of whom are degree-seeking in business (446) and education (165) programs.

In addition to their academic engagement, B-W students are actively involved in extra and co-curricular activities including residence hall associations, performing arts groups, community service, national fraternities and sororities, publications, and athletics. More than 20 percent of the student body competes in one of 21 varsity teams, all a part of the historic Ohio Athletic Conference and NCAA Division III.

The internationally respected Conservatory of Music is highly selective and rigorous, and its student body enhances B-W’s geographical diversity and rich cultural life. For more than a century, the Conservatory has been an integral part of the B-W community, producing many well-known conductors, composers, performers, and educators. As mentioned earlier, many Conservatory faculty come from the Cleveland Orchestra and other select performing arts centers in Cleveland. As a result of B-W’s recent capital campaign, a \$23 million expansion and renovation project has upgraded and more than doubled the space available for instruction, practice, and performance at the Conservatory. The musical theatre program has consistently been ranked among the finest in the country.



The Place The handsome B-W campus is spacious, immaculately maintained, and includes 56 buildings on 110 acres. In addition to the Conservatory, the Thomas Family Center for Science and Innovation is a recent addition/renovation that includes a new Center for Innovation and Growth. The College enjoys first-rate recreation and athletic facilities with the Lou Higgins Center housing a 25-meter swimming pool, conditioning and weight training rooms, multipurpose and racquetball courts, a dance studio, a 2,500 seat gym, and a six-lane track.

Located about 20 minutes from downtown Cleveland, Berea (OH) is an attractive suburban town of tree-lined streets, picturesque homes, and a town triangle. Cleveland's nearby metropolitan area serves as a laboratory for students, offering more than 600 internship opportunities each year, as well as commercial, recreational, and cultural activities, many of which are among the best in the country. Of particular renown are the Cleveland Museum of Art, Cleveland Orchestra, Botanical Gardens, Rock and Roll Hall of Fame, Playhouse Square, and three professional sports teams.

www.positivelycleveland.com/play/art-culture

The Emerald Necklace, Cleveland's beautiful Metroparks system, is adjacent to B-W's campus and provides recreational (biking, jogging, walking) and well maintained leisure spaces for all members of the B-W family.

(Additional information about Baldwin-Wallace may be found at *www.bw.edu*)





The Agenda for the New President

At a time of accelerated change in all of higher education, the B-W presidency offers a unique formula for success. The strength of B-W's academic program, the talent of its teaching faculty, and the blend of liberal arts and professional offerings provides a comprehensive educational foundation of uncommon quality. The new president will be asked to maintain B-W's core values and existing strengths, while building boldly and creatively on the College's potential for future growth. The next president should be prepared to embrace B-W's future with a firm sense of institutional grounding, while combining qualities of courage and sensitivity, leadership and management, and prudent risk-taking and objective analysis. In so doing, she/he will find an opportunity to lead B-W to greater distinction by adopting an agenda that includes, but is not limited to, the following:

Freshening the Strategic Perspective Changes in presidential leadership offer colleges a special moment in which to reconsider the substance and style of the institution's plan for the future. B-W's current plan (www.bw.edu/news/plan) was prepared with campus-wide participation about five years ago. Since that time, the planning document has been revisited each year in an effort to maintain its current value. Most feel that a fresh planning conversation, led by the president and developed strategically, will bring greater coherence to a renewed vision, rooted in core values for B-W's future. While there appears to be significant expectation for new program initiatives at B-W, the best plans for change will likely grow from current strengths. At the heart of this planning discussion is a chance to extend the relationship between B-W's strong liberal arts foundation and its growing niche for program offerings in the applied and professional areas.

All B-W stakeholders are eager to participate in freshening the strategic vision and to contribute substantively to B-W's potential for future enhancements.

Developing Sophisticated Enrollment Management Local geographical draw of students, annual pricing and financial aid decisions, and a need to brand more effectively B-W's distinctiveness all contribute to the complexity of this keystone issue on the new president's agenda. B-W students have traditionally enrolled from an eight-county region surrounding the greater Cleveland area, a section of the country hit harder than most by the recent economic downturn. Although an enrollment decrease this fall (2011) was handled quickly through budget adjustments, new presidential leadership will need to respond directly in an effort to reverse this experience.



The 2011–2012 freshmen profile includes 668 matriculants (589 college and 84 Conservatory), a retention rate to the sophomore year of 80.9 percent, minority enrollment of 18 percent, and 80 percent representation from Ohio high schools. New transfer students totaled 151.

Integral to the success of the larger strategic planning effort mentioned earlier will be the design of a compatible enrollment management plan that develops precise admissions and retention targets, thoughtful pricing strategies, sophisticated branding efforts, and extended marketing plans. B-W's commitment to diversity and under-represented students has doubled the domestic minority enrollment in the last four years. Sustaining that commitment and extending it to produce greater international student enrollments are a part of future enrollment plans. At the same time, any affirming consideration of new academic programs in the strategic plan could have a beneficial impact on enrollment outcomes.

Stimulating the enrollment patterns for undergraduate, adult, continuing, and graduate students will all require the president's attention and involvement.



Inspiring Philanthropy Given B-W's current reliance on tuition revenues in support of annual budget (75 percent), the College will expect the new president to engage in effective fund-raising. The new president's ability, instinct, and comfort level in developing and stewarding philanthropy at Baldwin-Wallace will be an additional priority.

Total unrestricted Annual Fund giving to B-W averages about \$1.5 million a year, with between 11 and 13 percent participation by members of the alumni family. The opportunity for improving these benchmarks is reinforced by the outcomes of a recent capital campaign. Concluded in 2010, B-W raised \$97 million, \$15 million in excess of its original goal. The campaign supported enhancements to the athletic and fitness facility, expansion of the Conservatory, and the new center for science and innovation totaling a little over one-half of the monies raised. Future strategic planning will include upcoming capital projects and advance operational needs, in which endowment for salaries and financial aid will likely share a prominent place with the projects included in the 2011 campus Master Plan.

Engaging B-W's external constituencies, establishing priorities for future fund-raising, and implementing philanthropic outreach are all opportunities awaiting the next president. A seasoned advancement staff, equipped with experience and technology, will support a new president in moving B-W's fund-raising program forward.



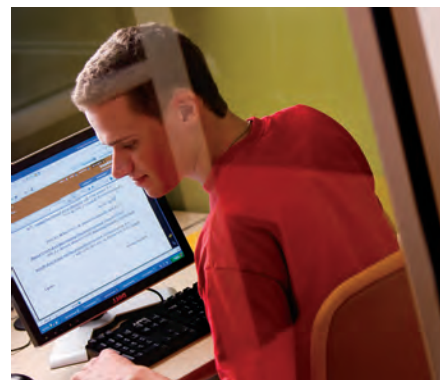
Broadening the Reputation The next president will be expected to enhance the College's reputation by building greater awareness and recognition of the B-W program both regionally and, where appropriate, nationally and internationally. The opportunity to expand a rich relationship with the Berea community and to increase collaboration and partnerships throughout greater Cleveland and northern Ohio is a part of this initiative. B-W's president should also be knowledgeable about the issues currently impacting private higher education, statewide and nationally, and be comfortable involving the college in a fashion that will strengthen its recognition and appeal in surrounding states and beyond. B-W's expectation to send its students into the world with an understanding of and commitment to global issues, reinforces the president's role in building the institution's reputation on all fronts.

The style and substance of the president's message should help to make B-W a more frequent 'destination' in the lives of the greater B-W family. The president's role is crucial in communicating B-W's unique character and raising the College's reputation among friends, donors, prospective students, other colleges and universities, and influential stakeholders.

Focusing on Management In addition to the leadership opportunities already described in this profile, the next president will be asked to provide strong management skills. While fiscal acumen and stewardship are important at B-W, there will be a special opportunity for the application of best practices in the human resource area. The next president will work with a cabinet that includes seasoned administrators who work well together and complement each others' competencies. While this provides an attractive resource for a new president, the maturity (and future retirements) of some members of this senior team will require succession planning in the not too distant future. The president can build an effective team and extend her/his impact campus-wide by delegating appropriately, evaluating carefully, and insisting on accountability, thereby having a meaningful influence on the environment for all of B-W's human resources.

Moreover, the president's personal manner will reinforce the expectation set for all members of the Baldwin-Wallace community. Her/his ability to communicate openly, to practice visibility and accessibility, and to build genuine relationships which will underscore the personality of Baldwin-Wallace College.

Sustaining Financial Equilibrium Many colleges today admire the strength of B-W's fiscal position. With an annual operating budget (\$80 M) that produces a bottom line that can consistently fund regular reinvestment in plant and



infrastructure, B-W's finances have been very well managed. Standard and Poor's gives Baldwin-Wallace a AA rating. The endowment currently totals \$120 million and supports the budget with a draw of a three year average of five percent. As enrollment and advancement planning are integrated into B-W's overall strategic plan, the financial plan that undergirds all of the College's hopes and dreams must continue to be well defined. Even though strong administrative and trustee support is available in the finance area, the new president must have the acumen to provide stewardship and leadership in all fiscal matters.

Enhancing Trusteeship B-W has been fortunate over the years to have a Board of Trustees that is deeply committed to the mission of the College and consistently generous in its philanthropic support. Fifty-one seats are available for membership on the B-W board, but the College keeps a few positions open in order to respond when attractive opportunities for appointment present themselves. Current trustee membership totals 43. There are no term limits for trustees, except for the board chair and committee chairs, and service by many trustees has spanned decades.

Given the maturity of the board, a new president will be able to work with board leadership to replenish the membership over time, while also enhancing board diversity. A new board chair, now in his first year, is eager to establish a positive working relationship with the new president and to consider board development programs that will further educate the trustees.

These circumstances provide a new president with an invaluable opportunity to maximize board effectiveness and maintain the most meaningful and appropriate roles of trustee governance.

Strengthening the Campus Community If handled effectively, the planning discourse and other campus-wide conversations will offer a new president the chance to strengthen a campus ethos that has historically reflected a strong sense of academic community and shared governance. The new president's commitment to quality teaching, learning, and educational purpose will reinforce the environment necessary for all constituencies to serve the educational welfare of all B-W students. The respect and trust that grows from such a commitment will enable new leadership to implement change in a manner that will build consensus around new ideas and bring support for new initiatives.

By communicating clearly, collaborating effectively, and making timely and informed decisions, B-W's president can embark on new directions with understanding, support, and a strong sense of community.



Desired Attributes for B-W's Next President

Grounded in mission, building on strength, and poised for new initiatives, Baldwin-Wallace will seek a new president with vision, energy, and a commitment to academic quality. Leadership at B-W will require a substantive track record of achievement, an ability to listen and plan with input across all College stakeholders, and the courage to make progressive decisions. Strong academic credentials are highly desirable; understanding of the academy is essential. In addition, personal characteristics of integrity and authenticity are critical, as are an uncompromised work ethic and a genuine sense of humor. Beyond these, other attributes will be important. The successful B-W president will be:

- A proven leader who will inspire trust, respect, and confidence;
- A person who demonstrates an intellectual and emotional commitment to B-W's mission, people, and programs;
- A person who demonstrates an understanding of the comprehensive independent college or university, and who can articulate the ideals of the liberal arts, professional education, and their valued relationship to one another;
- A strategic and creative thinker, who can build a shared vision, facilitate the development of a plan, and implement priorities that will produce a robust future for B-W;
- A person with an understanding of and record of involvement with current enrollment management issues, and an exposure to successful admissions, retention, financial aid, and branding programs;
- A person who understands the strategic value of DIII athletics as a part of B-W's program; more than one-half of B-W's incoming classes have participated in high school athletics;
- An effective fund-raiser, capable of strengthening B-W's philanthropic culture and stimulating its advancement program;
- A person of financial acumen, who will apply these skills to match B-W's aspirations with its finite resources;
- A team builder, who can form and build an effective of the senior leadership team;



- A person of intercultural competence and global perspective, committed to diversity in its many forms and engaged in promoting it;
- A visible and accessible figure in the B-W community, extending a genuine on-campus presence to increase institutional prominence among many external communities, including an extensive corporate presence in the greater Cleveland area;
- A person experienced in the best practices of governance in the academic setting, who can provide a conduit of understanding and communication among and between all of B-W's constituencies;
- A person knowledgeable about and engaged with the national issues currently facing independent higher education.



The Process of Application

The Baldwin-Wallace College Search Committee will be accepting nominations and evaluating application materials on a rolling basis throughout the fall of 2011, and will begin to narrow the pool early in December. Although applications will be accepted until the time that a new president is selected, candidates should submit materials by noon (EST) on Friday, December 3 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 AGB Search is assisting with this search. Nominators and prospective candidates may contact him at TBC@AGBSearch.com or at 614-395-3229. Applications should be addressed to :

Paul H. Carleton
Chair, Board of Trustees, Baldwin-Wallace College

and submitted electronically to
BWPres@agbsearch.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 the New President*, a complete CV or resume, and the names and contact information (phone and e-mail) for five references, none of whom will be contacted until a later stage of the search nor without the formal permission of the candidate.

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