Provost and Dean of the College
Search Prospectus

Gustavus Adolphus College (Saint Peter, Minn.), a nationally ranked liberal arts college, seeks applications and nominations for the position of Provost and Dean of the College. This position offers many compelling opportunities for a seasoned academic leader.

The Provost and Dean of the College shares responsibility for academic strategic planning and execution, serves on the President’s Cabinet, and acts as the primary liaison between the Cabinet and faculty. The Provost serves as the institution’s Chief Academic Officer and administrator-in-charge during a presidential absence. The Provost reports to the President and coordinates with the President’s Cabinet to advance institutional goals and objectives. She or he works with the Faculty Senate, Employee Compensation Committee, and the College’s Internal Budget Committee. The Provost also represents the academic program to both internal and external constituencies and collaborates with the Advancement Office to secure the resources needed to support the academic program. Lastly, the Provost has oversight of key academic elements such as Institutional Research, the Registrar’s Office, the Folke Bernadotte Memorial Library, and the Center for Academic Resources and Enhancement, among others.
QUICK FACTS

DISTINCTIONS
• Phi Beta Kappa campus
• The annual Nobel Conference®
• Three Crowns Curriculum— an integrated studies approach to general education
• Peace Education Program and MAYDAY! Peace Conference
• Fulbright, Goldwater, Marshall, Rhodes, Truman, National Science Foundation, and NCAA Postgraduate fellowship winners
• Student-faculty collaborative research opportunities
• Writing Across the Curriculum

FACULTY
• Full-time faculty of 183; 51 part-time
• 77 percent of faculty members are tenured.
• 100 percent of tenured faculty members hold the terminal degree in their fields.
• Student-to-faculty ratio: 11:1
• Average class size: 17

UNDERGRADUATE RESEARCH
• The annual Celebration of Creative Inquiry, a showcase for undergraduate research that features the work of nearly 200 students
• Dedicated funding for students who attend conferences and competitions for discipline-specific research, scholarship, and creative works
• Support for faculty-student research, scholarship, and other collaborative projects through Presidential Faculty-Student Collaboration Grants.

ENROLLMENT (Fall 2017)
• 2,201 undergraduates (FTE), representing 42 states and 18 foreign countries
• Gender ratio: 54 percent women, 46 percent men
• Racially underrepresented students: 375 (17 percent)
• International students enrolled in degree programs: 100
• First-generation college students: 308 (14 percent)
• Pell Grant-eligible students: 564 (26 percent)
• 94 percent of students studying on campus live in College housing.

ADMISSION STATISTICS (Class of 2021)
• Applications received from 4,834 prospective students for a class of 588 first-time, full-time degree seekers
• Nearly one-third of first-year students were in the top 10 percent of their high school graduating classes.
• Composite ACT (middle 50 percent): 24–30

RETENTION RATES
• 89 percent of first-year students return for the following fall semester.
• 80 percent graduate within four years.

TUITION AND EXPENSES (Fall 2017)
• Tuition: $44,900
• Room / Meals: $6,300/$3,610
• Fees: $683

FINANCIAL ASSISTANCE
• More than 70 percent of Gustavus students receive need-based financial assistance.
• Over $50 million in institutional grant and scholarship assistance.

STUDENT LIFE
• More than 120 special interest groups and organizations
• Five daily Sabbath services, a Sunday worshipping community service, and one evening praise service weekly
• Seven student-run religious organizations
• Designated in 2015 by the Carnegie Foundation as a “community-engaged campus”—the highest national distinction available for higher education.
• More than 75 percent of Gustavus students participate in service each year, either through service programs or service-learning
• Frequent on-campus entertainment and off-campus trips sponsored by the Campus Activities Board and other recognized student groups

ALUMNI
• Approximately 28,000 located, living alumni, residing in all 50 states, the District of Columbia, Guam, Republic of the Marshall Islands, Puerto Rico, and the Virgin Islands as well as 58 other nations.

CAMPUS FACILITIES
• 340 beautifully landscaped acres
• 21 academic and service facilities
• 14 residence halls and apartment/town house complexes and five College-owned houses, accommodating more than 2,200 students on campus
• Hillstrom Museum of Art
• More than 25 bronzeworks by the late Paul Granlund, noted sculptor and alumnus, installed on the campus
• The Melva Lind Interpretive Center and the 135-acre Linnaeus Arboretum
THE GUSTAVUS ETHOS

Gustavus sustains a commitment to excellence in liberal arts education in an undergraduate, residential, and church-related context. In addition, several aspects of the campus ethos combine to make Gustavus a welcoming and inclusive community that promotes and supports dialogue and reflection. Students are encouraged to voice questions and express viewpoints without fear of being judged. Student groups such as the Diversity Council, the Progressive Action Committee, Queers & Allies, and Peer Assistants as well as activities including the MAYDAY! and Building Bridges Conferences foster these important conversations. Gustavus students graduate with highly developed listening skills as well as increased capacity to think critically and articulate their thoughts and feelings.

Gustavus has been designated as a “community-engaged campus” by the Carnegie Foundation, which is the highest national distinction available for higher education. The College’s unique culture and outlook is that students, faculty, staff, and alumni approach leadership with humility, focusing less on positional power and more on effectiveness in service to others. They roll their sleeves up to get difficult work done for the common good. This explains the high proportion of graduates holding public office and volunteering their time and talent in such organizations as the Peace Corps, Teach for America, and Habitat for Humanity. Lastly, Gustavus is a caring and close-knit campus and alumni community. Colleagues and students are attentive, supportive, and respectful of one another. This warm and friendly campus environment is a palpable feature of life at Gustavus, one on which visitors invariably comment with appreciation.
ABOUT GUSTAVUS ADOLPHUS COLLEGE

Gustavus Adolphus College, as a selective, private, coeducational, residential liberal arts college of 2,200 students from 42 states and 18 countries, currently ranks #85 in National Liberal Arts Colleges in U.S. News & World Report and #36 in Best Value Schools. Founded by Swedish immigrants in 1862, Gustavus continues to embrace its Lutheran and Swedish heritages. Guided by five core values: excellence, community, justice, service, and faith, the College champions a model of the liberal arts that combines a strong emphasis on traditional liberal arts disciplines with a commitment to progressive interdisciplinary programs.

The College’s dedication to diversity is reflected throughout all levels of the institution from course offerings to personnel and extracurricular programming, such as the Summer Institute for Academic Success and the highly successful, student-led, annual social justice symposium, the Building Bridges Conference. Gustavus ranks as the best college or university in Minnesota and #35 in the nation on The New York Times’ College Access Index, which evaluates the commitment to economic diversity among the top colleges and universities in the country.

Rooted in a Lutheran heritage of intellectual inquiry, Gustavus provides a welcoming environment for a wealth of other faiths, evident by the recent construction of the beautiful Bonnier Multifaith Center. This center hosts a wide range of religious and spiritual practices that complement the long-standing tradition of a Daily Sabbath. This commitment to an inclusive religious ecology reflects the College’s model of Lutheran higher education where both students and the campus community can reflect on questions of faith and spiritual meaning, providing an ethical and moral foundation for lifelong learning.

The Gustavus faculty comprises 183 full-time and 51 part-time members. With 77 percent of the faculty members tenured and a favorable student-faculty ratio of 11 to 1, Gustavus provides a rich learning environment. Student-faculty collaborative research, small seminar classes, and mentoring relationships that extend beyond coursework and academic advising are hallmarks of the Gustavus learning experience. Gustavus faculty maintain active scholarly agendas, which complement their commitment to excellence in the classroom. They publish regularly in top journals and university presses in their

FACULTY ACHIEVEMENTS

Political science professor Chris Gilbert recently partnered with two senior students to author a chapter in God at the Grassroots 2016: The Christian Right in American Politics.

Chemistry professor Dwight Stoll was named one of the top ten separation scientists in the world (and the only out of 100 total honorees from a liberal arts college) by The Analytical Scientist.

The American Association of Colleges and Universities selected the Gustavus Department of Communication Studies as one of 22 programs across the country that is a model for civic learning and democratic engagement.

Philosophy professor Peg O’Connor’s popular addiction blog on Psychology Today recently surpassed more than one million total hits.

History professor Maddalena Marinari’s immigration research has been featured on Public Radio International and as part of the University of Minnesota’s #ImmigrationSyllabus project.

Last year, Gustavus ranked third among the top liberal arts colleges in the nation in the number of Fulbright Scholars it produced.
fields; compete successfully for grants from the National Science Foundation, the National Endowment of the Arts, the Andrew W. Mellon Foundation, and the Howard Hughes Medical Institute; have been awarded a variety of fellowships such as the Fulbright; and receive invitations to share their creative accomplishments internationally.

Gustavus combines a strong emphasis on traditional liberal arts experience with a commitment to pre-professional and interdisciplinary programs. The largest departments are Economics and Management, Biology, Psychological Science, Health and Exercise Science, and Communication Studies. Gustavus students devote approximately one-third of their coursework to a liberal arts curriculum, one-third to their major, and one-third to electives, allowing students to experience the intellectual serendipity that a liberal arts education provides. Prior to the start of their first year, students select either the Liberal Arts Perspective Curriculum (a distributional liberal arts core program) or the Three Crowns Curriculum: Connections, Ideas, and Values (an integrated liberal arts core program).

**ACADEMIC DEPARTMENTS AND PROGRAMS**

- African Studies
- Art and Art History
- Arts Administration
- Biochemistry & Molecular Biology
- Biology
- Chemistry
- Chinese
  - Classics, Greek and Latin
  - Communication Studies
  - Computer Science
  - Economics and Management
  - Elementary and Secondary Education
- English
- Environmental Studies
- Film and Media Studies
- French
- Geography
- Geology
- Gender, Women, and Sexuality Studies
- German
- Health and Exercise Science
- History
- Interdisciplinary Studies
- Japanese
- Japanese Studies
- Latin American, Latino and Caribbean Studies
- Mathematics
- Modern Languages, Literatures and Cultures
- Music
- Neuroscience
- Nursing
- Peace, Justice, and Conflict Studies
- Philosophy
- Physics
- Political Science
- Psychological Science
- Religion
- Russian
- Russian and Eastern European Studies
- Scandinavian Studies and Swedish
- Social Studies Teaching
- Sociology and Anthropology
- Spanish
- Statistics
- Theatre and Dance
- Pre-professional and specialized programs are offered in Actuarial Science, Architecture, Arts Administration, Church Vocations, Dentistry, Engineering, Landscape Architecture, Law, Materials Science, Medicine, Ministry, Occupational Therapy, Optometry, Pharmacy, Physical Therapy, Reserve Officers’ Training Corps, and Veterinary Medicine.
The College operates on a four-one-four calendar year. The January Interim term offers learning opportunities that enrich and expand upon the regular curricular offerings. Courses range from off-campus study away and career exploration to on-campus experiential immersion courses. The Gustavus Center for International and Cultural Education offers students a wide variety of study-away programs and opportunities in the U.S. and abroad ranging from a month, to a semester, to a year. Traditionally, more than half of the graduating seniors have participated in study-away programs. Gustavus also has a growing international student population.

The College’s dedication to educating the whole student permeates campus life. Gustavus lays claim to 120 student clubs and organizations. Among its 21 honor societies, Gustavus houses a chapter of Phi Beta Kappa. The College’s music programs—including a symphony orchestra, two wind orchestras, two jazz ensembles, and five choral ensembles—involve 30 percent of students during their college careers. Its theatre and dance productions, and visual arts opportunities, engage 20 percent of the students. Gustavus is an “All-Steinway School,” with several beautiful venues for its arts programs. The College, part of the NCAA Division III, fields 12 varsity teams for women and 11 for men with more than 700 students participating. The “Golden Gusties” have made top 25 finishes 15 times in the 20-year history of the Directors’ Cup national competition for overall athletics program excellence among the more than 400 schools in Division III. Gustavus has produced 109 all-time College Sports Information Directors of America (CoSIDA) Academic All-Americans, which ranks 11th in Division III and 36th among all institutions (NCAA I, II, and III combined).

Gustavus has a robust Community-Based Service and Learning program and is dedicated to excellence in service and leadership by enhancing students’ understanding of issues of public concern, and supporting their academic, personal, and civic development through meaningful engagement for the purpose of fostering a lifelong commitment to citizenship and building capacity in local communities. Nearly 70 percent of students participate in some form of community service while enrolled.

Many Gustavus students go on to careers in medicine, teaching, social services, nonprofit work, the ministry, and other helping professions. Others complete a year or more of volunteer work before going on to graduate study or employment. Gustavus is recognized nationally for the number of its alumni who pursue service in Teach for America and the Peace Corps upon graduation. More than one-third of Gustavus graduates go directly to graduate or professional school; ultimately, 75 percent do so. The College has garnered an impressive share of Fulbright, Goldwater, Marshall, Rhodes, Truman, and National Science Foundation fellowship winners. In the past two years, Gustavus has produced five Fulbright English Teaching Assistant Award winners, three recipients of Rossing Physics Scholarships, and a Goldwater Scholarship winner.

The Nobel Conference

Gustavus is known nationally and internationally for its Nobel Conference, the first ongoing academic conference in the United States to have the official authorization of the Nobel Foundation in Stockholm, Sweden. Founded in 1965, it is held annually at Gustavus and links a general audience with the world’s foremost scholars and researchers in conversations on contemporary and emerging issues related to the natural and social sciences. Past Conference themes include “In Search of Economic Balance,” “Addiction,” “The Universe at its Limits,” and “The Global Ocean.” Sixty-six Nobel Laureates have visited the campus to participate in the conferences including Steven Chu, Sir Harold W. Kroto, Elizabeth Blackburn, and Rajendra K. Pachauri. The Conference draws an audience of nearly 6,000 annually.
LEADERSHIP

President Rebecca M. Bergman became the 17th President of Gustavus Adolphus College in July 2014. The first woman in the College’s 152-year history to serve in the role, President Bergman had been an engaged and dedicated member of the College’s Board of Trustees from 2007 to 2014.

President Bergman’s inspiring leadership has guided Gustavus to ever-greater heights. She and the campus community crafted together the new strategic plan, *Gustavus Acts*, with aspirational goals related to diversity and inclusion, integrated and interdisciplinary learning, and sustainability across multiple platforms. Under her leadership, Gustavus witnessed the conclusion of its most successful fundraising campaign in its history and continues to secure record-breaking, transformational gifts. President Bergman and her husband, Dr. Thomas Bergman, have been generous contributors to the College, gifting $4 million to support the execution of *Gustavus Acts*. During her administration, the College has undertaken several building and renovation projects, which are having a tangible impact on teaching, learning, and research. Lastly, President Bergman has been a visible and engaging presence on campus and beyond, demonstrating her servant leadership and championing the College.

Prior to her work at Gustavus, President Bergman spent 26 years at Medtronic, Inc., including 14 years as a senior executive. At the time of her departure, Bergman served as Vice President of Research, Technology, and Therapy Delivery Systems for the company’s Cardiac Rhythm Disease Management (CRDM) business, where she led a research and development team of scientists and engineers. President Bergman received a number of Medtronic’s highest technical and leadership awards during her tenure with the company.

President Bergman earned her BS degree in chemical engineering from Princeton University and undertook graduate study in a PhD program in chemical engineering and material science at the University of Minnesota. She was elected as a Fellow of the American Institute for Medical and Biological Engineering in 2001, and elected to the National Academy of Engineering in 2010. President Bergman serves on the Board of Directors of The Bakken Museum. She served as a member of the Board of Directors of Sigma-Aldrich, a number of academic advisory boards, the National Advisory Council of the National Institute of Biomedical Imaging and Bioengineering of the National Institute of Health, and the St. Catherine University Board of Trustees.

THE MAYDAY! PEACE CONFERENCE

The annual MAYDAY! Peace Conference was established at Gustavus in 1981 with funding by the late Florence and Raymond Sponberg. It was established to inspire attendees to work for justice and peace throughout the world. Past Conference themes have included “What Would You Do? Mass Surveillance and the Citizen,” “Divestment and Reinvestment: Making Money Count,” and “The War Within: Can the Soldier Be at Peace?” The next conference will be held in May 2018 and is titled “Mighty Be Our Powers: Gender, Justice, and Peacebuilding.”
In June 2016, the Board of Trustees approved the new strategic plan, *Gustavus Acts*, which was developed with input from members of the Board, faculty, administrators, support staff, and students, illustrating a revitalized emphasis on shared governance and community. The *Gustavus Acts* Vision Statement underscores the College’s Mission and Values:

“Gustavus equips students to lead purposeful lives and to act on the great challenges of our time through an innovative liberal arts education of recognized excellence.” President Bergman explains in her Preamble, “Gustavus challenges students to develop openness and curiosity toward the world, to help them discern their unique gifts and talents so they can use them wisely to contribute to the common good. As an institution committed to vocation, Gustavus encourages students to identify and explore their deepest commitments.” *Gustavus Acts* articulates three goals designed to build on this foundation. Those goals are:

- **Diversify and expand the Gustavus community.**
- **Deliver a distinctive and integrated liberal arts education.**
- **Achieve financial, institutional, and environmental sustainability.**

*Gustavus Acts* outlines strategies to meet these goals and sets forth the elements critical to a 21st century liberal arts learning environment, including diversity, student risk-taking, global citizenship, and scholarly and intellectual collaborations, all of which are consistent with the College’s Mission and Core Values. The process by which these goals will be met is already underway through focused discussions and the development of implementation plans. This work has instilled a sense of urgency, excitement, and confidence in the College’s Mission and *Gustavus Acts* on campus.
FINANCIAL RESOURCES

A fiscally conservative institution, Gustavus has a long tradition of maintaining a balanced budget. Gustavus has an unrestricted operating budget of $84 million and an endowment of $167 million, an all-time high. The College’s total assets equal $390 million, and total long-term debt is $51 million (as of May 31, 2017). Gross tuition and fees revenues total $94 million, and institutional scholarships and grants awarded are over $53 million. Spending on instructional support accounts for more than 50 percent of total expenses, which is on par with or higher than most same-sized and similarly endowed private colleges in the state and region. Moody’s Investors Service recently affirmed the College’s A3 rating, with a negative outlook. Total net assets have increased substantially due to an increase in operating surpluses along with endowment gifts and appreciation in the endowment.

ADVANCEMENT

Gustavus recently completed, with distinction, the largest fundraising campaign in its history, “Campaign Gustavus.” The campaign, which had a goal of $150 million, concluded in September 2015 at $170,500,000 in documented commitments. “Campaign Gustavus” secured gifts of $25 million and $17 million, the two largest gifts in the history of the College.

The anonymous $25 million gift is providing significant funding for the renovation and expansion of the Alfred Nobel Hall of Science, a $70 million project that will provide Gustavus with one of the top laboratory and classroom facilities among private liberal arts colleges. This complete renovation and expansion will double the size of the College’s laboratory science building and emphasize student initiative and intellectual risk-taking in Science, Technology, Engineering, Arts, and Math (STEAM) by modernizing teaching and research spaces and creating a direct link between the science and fine arts facilities.

The $17 million donation helped fund the development of the Warren & Donna Beck Academic Hall. The 125,000-square foot, $30 million building houses the academic departments of Communication Studies, Economics and Management, History, Psychological Science, and Sociology and Anthropology. It features psychology labs designed to help foster student-faculty collaboration and interdisciplinary research, a digital arts lab, studio space for GAC-TV and KGSM Radio, and dedicated space for the College’s Neuroscience Program.

“Campbell Gustavus” also ushered in more than 100 new endowment funds that were created specifically to support faculty-student interaction, research, and student scholarships.

The College continues to garner transformational gifts, even after the campaign’s successful conclusion. In July 2017, Gustavus received the largest gift in its history—$40 million. The gift will be used in support of the renovation and expansion of the Nobel Hall of Science. It will also provide a significant increase to annual operating funds by bolstering the College’s endowment and support scholarship funding for the most talented incoming students.
In November 2017, the College received a $25 million grant to launch a new and expanded career development program. The gift will dramatically enhance the College’s already-strong career curriculum by integrating post-graduate preparation into the academic and co-curricular life of Gustavus students and continuing to build intentional mentorship, internship, and career experiences for all students. By 2025, the College intends for all students to engage in an in-depth four-year career development process, participate in at least one career-relevant engaged learning experience, and develop a working relationship with a career specialist in one of seven career interest clusters. The $25 million grant will also provide extensive funding for scholarships, financial aid, and capital projects on campus.

THE CAMPUS AND REGION
Gustavus sits on a scenic bluff overlooking the beautiful Minnesota River Valley in Saint Peter, Minn., one hour south of Minneapolis and St. Paul and 15 minutes north of the city of Mankato. The lush 340-acre campus features the stately Old Main building, dating back to 1876, and the iconic Christ Chapel, built in 1962. Many other handsome buildings, constructed from the locally found Kasota Stone, complete the hilltop campus. Original artworks by artists of diverse backgrounds, including more than 30 sculptures by renowned artist Paul Granlund, grace the Gustavus landscape. The Linnaeus Arboretum, spanning 135 acres, is named for Swedish botanist Carl Linnaeus (1707–1778) and showcases formal gardens, a Swedish immigrant cabin, and several native Minnesota ecosystems.

Gustavus is dedicated to sound environmental stewardship. The use of solar panels and composting on campus speak to this commitment. Further evidence includes a student-led gardening operation which provides fresh produce to the dining hall and the College’s recent designation by the League of American Bicyclists as a “Bronze Bicycle Friendly University.” The Warren & Donna Beck Academic Hall was awarded LEED Platinum Certification in 2014.

With a population of over 11,000, Saint Peter, the county seat of Nicollet County, is a rich agricultural area with light industry and tourist attractions. The greater Mankato-North Mankato metro area, with a population of 97,204, lies 10 miles to the south. Saint Peter features an excellent public library, community center, and a highly regarded food cooperative. Housing is affordable; the main street is one of the best-preserved examples of frontier-style building in the state; and parks abound. In 2015, Saint Peter residents passed a $58.6 million school bond referendum that led to the construction of a new high school and extensive remodeling of the two elementary schools and the middle school. Gustavus community members are active and involved members of the Saint Peter community. They serve the city in government and advisory roles and engage regularly with schools, local projects, and civic organizations.

Students serve the town through an extensive network of volunteer opportunities organized by the College’s Community-Based Service and Learning office. An increasing number of courses have been adapted to include service-learning projects that address identifiable community needs.
THE ROLE OF
PROVOST AND DEAN
OF THE COLLEGE
The Provost and Dean of the
College will embody the essential
values of academic integrity and
civility in a collegial community
of learners and scholars and
will have an extraordinary
opportunity to lead the academic
and operational areas of the
College. The Provost will be
instrumental in furthering
Gustavus Adolphus’ increasing
national reputation for academic
excellence.

The Provost oversees an
operating budget of $39.7 million
and a staff of six, including the
Associate Provost and Dean
of Sciences and Education, the
Associate Provost and Dean
of Arts and Humanities, the
Associate Provost and Dean
of General Education and
Assessment, the Assistant to the
Provost, and two administrative
assistants. The Provost and the
three Deans share supervision for
the following areas:

• Academic Departments
• Center for Academic
  Resources and Enhancement
  (CARE)
• Fellowships
• Folke Bernadotte Memorial
  Library
• General Education
• Office of Government Grants
  and Sponsored Programs
• Institutional Research
• International & Cultural
  Education
• Registrar’s Office
• Summer Academic Programs
• Hillstrom Museum
• Johnson Center
• Kendall Center
• Linnaeus Arboretum
• Nobel Conference

KEY ATTRACTIONS OF THE POSITION
• The College’s next Provost will join a distinguished and distinctive campus
  community at a pivotal point in the College’s evolution. The Provost will partner with
  a well-respected and successful president who is in her fourth year at Gustavus. As first
  among equals within the President’s senior leadership team, the Provost will play a
critical role in helping to chart and direct the College’s future.

• Superb teaching and scholarship flourish at Gustavus. Pursuing challenging
  questions in the context of a supportive learning community, the College boasts
  a faculty and staff that are highly engaged with students, colleagues, and their
  professions. Gustavus recruits faculty successfully from a national pool, and 100
  percent of Gustavus full-time faculty members hold the appropriate terminal degree
  in their discipline. The College’s new Provost will enjoy a stimulating intellectual
  environment in which to offer academic leadership.

• Gustavus attracts and retains highly capable students with a strong work ethic. The
  average ACT composite score is 27. The first-year to sophomore retention rate is
  nearly 90 percent, and the four-year graduation rate is 80 percent. Faculty and staff
  are clearly committed to students’ success, and the result is an educational experience
  that engenders a well-prepared graduate with a deep sense of institutional loyalty.
  In this institutional environment the Provost will work with the Vice President
  for Student Life to strengthen existing and build new model programs aimed at
  advancing student success in all dimensions. Gustavus is indeed a student-centered
  institution that will welcome a Provost with a holistic approach to education and a
genuine interest in interacting with students, faculty, and staff.

• Strong resource stewardship and solid enrollment management have ensured a stable
  financial picture at Gustavus Adolphus. Operating results are consistently favorable,
  with annual surpluses realized for more than 40 years. Those monies have been
  funneled into capital projects, programmatic enhancements, and reinvestment. These
  strengths, coupled with a stable bond rating, open up exciting strategic opportunities.
• The next Provost will work with an impressive and collegial senior leadership team with a proven track record of success, while also having the opportunity to engage stakeholders in substantive discussions that have the potential to shape the College for decades to come.

• The next Provost will become part of a learning community with a rich tradition of shared governance. Decision-making across campus is inclusive. The College benefits from an active Faculty Senate and Student Senate. A number of standing faculty committees, which determine policies and procedures, are also in place. Transparency is deeply valued on the campus, as is broadly-based participation. In 2015, the American Association of University Professors (AAUP) awarded the College’s Board of Trustees and President Bergman the Association’s Ralph S. Brown Award for Shared Governance.

• The College’s attractive campus is the centerpiece of Saint Peter, a classic and charming college town with coffee shops, boutiques, and a thriving arts center. The Twin Cities metropolitan area, an hour’s drive north, offers world-renowned theaters, orchestras, and museums, as well as beautiful parks and lakes in a diverse and cosmopolitan setting. In a state famed for its 10,000 lakes, the rural south-central Minnesota region also provides ample access to waters and woodlands, golf courses, and biking and hiking trails. These benefits, combined with the profound sense of community that helps to define the Gustavus identity, yield a very high quality of life. This quality of life has had a clear positive impact on the College’s ability to attract and retain its strong students, faculty, and staff.

AGENDA FOR ACADEMIC LEADERSHIP
The Provost and Dean of the College oversees a complex portfolio of responsibilities. The agenda items offered below concern matters of particular significance to the institution at this point in its evolution.

The Provost will contribute to the next exciting chapter in Gustavus Adolphus’ history by working closely with the President, a strong leadership team, and a committed faculty and community to establish an environment where strategic priorities will be achieved. Some of these priorities include:

Implementing the Strategic Plan
The Gustavus Acts strategic plan has resulted in an exciting blueprint for the institution’s future. The Provost will work closely with administrative and faculty leaders across the College to continue to coordinate and execute the academic initiatives prioritized in the strategic plan. Throughout that work, she or he will apply a critical eye to available resources, prioritizing funding allocations for the academic program as necessary. The Provost will champion the plans to Gustavus’ key constituency groups. In all of these interactions, the Provost will be an articulate, persuasive, and engaging presence and maintain a long-range perspective.

Reinforcing the College’s Sense of Community and Demonstrating Mutual Respect
The Provost will have a positive, engaging, and influential presence on campus. The Provost will hold a deep appreciation for the life of the academy and a genuine interest in the interplay between students, faculty, and staff. The respectful and considerate manner in which members of the Gustavus community interrelate will be reflected by the Provost’s engagement of the campus in authentic dialogue, in multiple
venues. Supporting faculty and honoring their central and significant contributions to the College—via recognition, competitive compensation, and faculty development opportunities—is crucial. The Provost’s capacity to ask thoughtful questions, listen carefully, shape discourse, and foster collegiality is of paramount importance. Modeling and encouraging transparent decision-making will also promote trust and nourish the spirit of mutual respect that is intrinsic to the College’s identity.

**Championing Excellence and Fostering Synergies**
The new Provost will champion excellence in the academic program, seek to forge synergistic relationships with key constituencies while strengthening existing bonds, and create new partnerships. It is expected that she or he will be an advocate for Gustavus externally as well as internally, championing its strengths and successes. She or he will also maintain and strengthen partnerships among the departments and divisions, and seek to eliminate obstacles to greater interdisciplinary work. While optimizing the potential of an already energetic educational environment, the Provost will also strive to reduce unintended programmatic duplications, prioritize expenditures, and simplify processes.

**Building and Celebrating Diversity, Equity, and Inclusion**
The Provost will play a central role in signaling to the College community the ongoing importance of Gustavus’ efforts to diversify the faculty, staff, and student body. Priorities in this effort include the recruitment and retention of diverse faculty, supporting an inclusive community, and maintaining and celebrating the College’s historical institutional commitment to underserved populations. Moreover, the Provost will strive to ensure that the academic enterprise reflects a culture in which widely diverse values, experiences, and ideas are welcomed and, moreover, viewed as essential in the development of academic excellence. These are crucial tasks for all institutions of higher learning, and it is important that the Provost possess the skills, passion, and commitment to advance these efforts.

**Innovatively Managing Enrollments and Program Growth**
The next Provost must have a firm understanding of enrollment management issues and will work closely with the Vice Presidents for Enrollment Management and Student Life to foster strong admission and retention at the College. Building upon the disciplines that have robust enrollments, working to bolster programs that may need enhancing, and fostering curricular development and innovation will be important. The Provost will be aware of national conversations impacting liberal arts institutions, especially as they relate to affordability, access, academic programming, and technology. She or he will engage the faculty, Deans, and senior leadership team in dialogue about best-course actions for the College.

**Further Advancing the Institution’s Trajectory**
By many measures, Gustavus stands among the finest liberal arts colleges in the country. Nevertheless, more work could be done to shine a light on its programs of excellence while supporting the creation of others that could bring further distinction to the institution. The Provost will assume a leadership role in extending the College’s recognition beyond its Midwest footprint. She or he will identify and celebrate the institution’s programs and serve as a constant champion for the excellent work of students, faculty, and staff. This consistent and positive messaging will underscore the importance of major recent philanthropic gifts to the College’s academic program.
DESIRED ATTRIBUTES FOR THE NEXT PROVOST AND DEAN OF THE COLLEGE

The next Provost and Dean of the College will be a strong leader with a distinguished academic record that commands the respect of the scholarly community at Gustavus. She or he will bring significant academic administrative experience, a highly relational approach, outstanding communication skills, self-confidence balanced with humility, integrity of the highest order, a strong work ethic, and a clear understanding of liberal arts institutions to her or his work. Given the opportunity to lead at a College with a profound sense of self and purpose, the successful candidate will be:

• A person of proven leadership and strategic approach who will inspire trust and instill confidence;
• A passionate advocate for the highly selective, residential, liberal arts college experience and possessing an unflagging commitment to educational excellence;
• A broad thinker who is motivated by mission and able to follow through on tasks of execution and implementation;
• A fair and transparent decision-maker who builds consensus, prioritizes well, and communicates decisions with clarity and care;
• An inclusive, equitable, and experienced leader with a deep understanding of and respect for the College’s commitment to a strong model of shared governance;
• A superb listener and communicator who is able to communicate effectively with the many constituencies whose contributions are required for the College’s success inclusive of Board members, administrators, faculty, staff, alumni, donors, students, and community partners;
• An academic leader with demonstrated success in leading relevant forward-thinking academic programs and who has a commitment to fostering interdisciplinary approaches in higher education;
• A person with a fluent understanding of pedagogical strategies that enhance student learning, including active learning strategies and technological approaches;
• A person capable of fostering, both in academics and student life, global perspectives, intercultural understanding, and diversity in the context of the College’s Swedish immigrant heritage;
• A higher education authority, knowledgeable about key issues and trends affecting liberal arts colleges nationally;
• A person who can compellingly articulate the values of Lutheran higher education, as well as those of openness to interculturalization in the curriculum and on campus;
• A strong identifier of talent and an affirming and experienced team builder who will empower others and optimize the effectiveness of a committed leadership team;
• A data-driven planner with experience in enrollment management, evidence-based assessment, outcomes measurements, and accreditation efforts;
• A person of financial acumen who will aid the College in matching aspirations with finite resources while thinking creatively about growth opportunities;
• A willing fundraiser with a knowledge base and personal commitment to be appropriately engaged in creating a positive culture of philanthropy; and
• An energetic, optimistic, resilient leader with good humor who will provide respected, long-term leadership.

THE PROCESS OF CANDIDACY

The Gustavus Adolphus Search Committee will evaluate the applicant pool during the winter of 2018. Although applications will be welcomed until the time that a new Provost is selected, candidates should submit materials by February 8, 2018, to receive full consideration. The new Provost is expected to begin work on July 1, 2018.

Applications should include a substantive letter of interest that responds to the agenda for leadership and the desired attributes for the new Provost and a complete résumé or vita. All application materials must be submitted electronically in MS Word or PDF form to: GustavusProvost@storbecksearch.com.

Ms. Julie E. Tea, Partner and Ms. Julie Williams-Krishnan, Senior Associate at Storbeck/Pimentel & Associates, LP are assisting Gustavus with this search. Nominators and prospective candidates are encouraged to contact them at GustavusProvost@storbecksearch.com to arrange confidential conversations.

As an Affirmative Action employer, it is the policy and practice of Gustavus Adolphus College to provide equal educational and employment opportunities for all. EOE/M/F/V/D