Welcome

Kalamazoo College (K) invites nominations and applications for the position of provost. At a time of great momentum and strength, the next provost will have the opportunity to lead a talented, diverse, inclusive, and engaged academic community and partner with other leaders of the College to build upon and support an innovative vision for the College’s future. The next provost will succeed Michael A. (Mickey) McDonald, who will be leaving Kalamazoo College after a decade of service to become the next president of the Great Lakes Colleges Association (GLCA).
Overview

Founded in 1833 as The Michigan and Huron Institute, Kalamazoo College today is a premier liberal arts institution and one of the nation’s 100 oldest colleges and universities.

The College’s mission is to prepare its graduates to better understand, live successfully within, and provide enlightened leadership to a richly diverse and increasingly complex world.

Kalamazoo College stands for the liberal arts and for life-changing experiential education, believing that a liberal arts undergraduate learning experience is the best preparation for a life of service and fulfillment—a life with the highest possible standard of being. Excellence in the liberal arts requires innovation and the courage to change. The K curriculum combines rigorous academics with study abroad, career internships and networking opportunities, civic engagement, social justice leadership, and a capstone research or creative project in the senior year. These integrated elements foster incredible gains in the ability to think critically, reason analytically, write well, and solve problems, and K has the data (the Collegiate Learning Assessment) to prove it. K does more in four years, so students can do more in a lifetime.
The Kalamazoo Curriculum

Kalamazoo College is a selective, nationally renowned, and internationally oriented four-year college of arts and sciences best known for the *K-Plan*, the curriculum it created and introduced in the 1960s.

The *K-Plan* combines and integrates academic classroom work with service learning, career exploration, international study, a wide range of leadership and other experiential opportunities, and a Senior Individualized Project (SIP).

Experiential education is a major component of the *K-Plan*. Seventy-one percent of students participate in Center for Career and Professional Development programs and services. Approximately seventy percent of students participate in a meaningful, immersive international and intercultural three-to-nine month study abroad experience—often characterized by home stays, and an Integrative Cultural Research Project—at 45 programs in 22 countries. Some students participate in domestic study away programs that include an urban internship experience at the Philadelphia Center, the New York Arts program,
Kalamazoo College
Founded 1833
and the Border Studies program. Two-thirds of K students participate in
course-based or co-curricular service-learning projects, and all students
engage in a Senior Individualized Project, an in-depth research or
creative project done in the senior year.

With its introduction in the early 1960s, the *K-Plan* transformed and
differentiated the Kalamazoo College student learning experience
from any other. The curriculum became a model of excellence from
which others have learned and borrowed. Over the years, the *K-Plan*
has evolved to remain current, vibrant and relevant to a changing
student body. A recently completed 10-year strategic plan guided the
re-imagination and integration of elements of the *K-Plan* for a more
inclusive, student-focused environment. Building on a history of
deliberate planning and forward thinking, K is currently engaged in
“Advancing Kalamazoo College: A Strategic Vision for 2023”, a five-
year plan centered around making K a definitive leader in integrating
academic rigor with life-changing experiential education in a values-
driven community.
Kalamazoo College offers 30 majors, 22 minors, five special programs and 13 concentrations.

The academic program builds skills in written and oral expression, information literacy, critical thinking and analysis, creative problem-solving, and independent scholarship. K’s open curriculum emphasizes excellent academics and students’ ownership of their educational experiences. Working with an accomplished and dedicated faculty, students develop the ability to think creatively and analytically and to bring extraordinary depth and passion to their particular fields of interest. Every K student will complete a major, demonstrate proficiency in a foreign language, take three Shared Passages Seminar courses, complete a Senior Individualized Project, and fulfill a health and wellness unit. Outside these few requirements, students design their own elective coursework with support from their academic advisor to take full advantage of the liberal arts and sciences curriculum.
Students also have the opportunity to participate in hands-on leadership and service-learning projects through Kalamazoo College’s nationally renowned centers, the Arcus Center for Social Justice Leadership, and the Mary Jane Underwood Stryker Center for Civic Engagement (CCE).

The Arcus Center, established in 2011, is the only one of its kind among schools like K and builds on the College’s legacy of innovation and commitment to social justice. It integrates rigorous academic examination and practical activism in social justice leadership. In addition to providing students with unique opportunities, the Arcus Center offers faculty fellowship opportunities that:

- Provide faculty members with the opportunity to engage more deeply on social justice and/or human rights work;

- Support faculty members’ engagement with the campus community through close association with the Arcus Center for Social Justice Leadership; and

- Provide faculty members with the space for reflection, creative thinking and innovative practices on a social justice and/or human rights project of their own design.

The CCE works with students, faculty and community members to build and sustain partnerships that foster collaborative learning and civic participation in a diverse and democratic society. CCE programs strengthen the community, and they promote academic learning, personal growth and civic responsibility among K’s students.
Faculty

The College’s faculty of nationally and internationally respected scholars is dedicated to developing the strengths of every student, preparing them for lifelong learning, career readiness, intercultural understanding, social responsibility, and leadership.

K has 100 full-time faculty members with ninety-six percent holding a Ph.D. or its equivalent, and of that number, 87 are tenured or tenure-track. The ratio of students to faculty is 13:1, and the average class size is 18 students. Faculty are highly engaged with students, working together on research projects, college committees and community projects.

K’s dedicated faculty members uphold the College’s core values and mission, modeling lives of intellectual rigor, social impact and global engagement. They are highly accomplished and prolific researchers and scholars in their own right, producing publications, performances, exhibitions, and presentations that attract national recognition and engage the entire K community in thoughtful dialogue and innovative collaboration. K faculty regularly seek external funding and are
successful in winning competitive national grants for research as well as curriculum development. Active awards include research grants from the National Institutes of Health, the National Science Foundation and the U.S. Department of Education, as well as grants for program development from the Sherman Fairchild Foundation and the Andrew W. Mellon Foundation. Recent recognition and awards for K faculty include:

- James Lewis, Professor of History, has been recognized for his recent book, *The Burr Conspiracy: Uncovering the Story of an Early American Crisis*, which was a finalist for the George Washington Book Prize;

- Poet Diane Seuss’ book, *Four-Legged Girl* was a finalist for the Pulitzer Prize in Poetry;

- Siu-Lan Tan, an expert in the psychology of music, was the only academic highlighted in the critically-acclaimed documentary *Score*; and

- Jan Tobochnik, Dow Distinguished Professor in Natural Sciences, was the 2017 recipient of the prestigious Hans Christian Oersted Medal, presented by the American Association of Physics Teachers.

K is committed to building a diverse faculty that reflects its ever-diversifying student body and the diversity of the world. Currently, 58 of K’s faculty are women and 32 identify as people of color.
Students

The College enrolls 1,436 students from 43 states and 28 countries.

Thirty-three percent of students identify themselves as domestic students of color; about eight percent are international students; seventeen percent are the first in their families to attend college; and one in four comes from a family of modest income. The College continues the work to make the K-Plan equitable and accessible to the increasingly diverse group of students choosing K for their undergraduate education. Kalamazoo College is consistently ranked as one of the top 100 liberal arts colleges in the nation and boasts the following:

- Per capita, K has been among the leaders of schools whose graduates elect to join the Peace Corps. That its students and graduates apply their liberal arts learning to identify their charters of service to humankind has been a core value of the institution since its founding;

- Kalamazoo College ranks in the top two percent in Ph.D. productivity among all U.S. Colleges and universities and 17th in Ph.D. production among all private liberal arts colleges, according to the National Science Foundation;
• K was named one of 40 Colleges That Change Lives by Loren Pope, higher education expert and former New York Times education editor, describing a group of 40 dynamic colleges that excel at developing potential, values and initiative, and provide the foundation for success beyond college; and

• K students perform extraordinarily well on the Collegiate Learning Assessment, the best current measure of the effect of specific four-year higher educational learning experiences on student outcomes in critical thinking and problem solving.
"This approach seems to follow from a sense that the disclosure of some personal information is an invasion of privacy while the disclosure of less personal information is not."

The government is sufficiently protected if the Fourth Amendment protection. (p.11)
Kalamazoo College is fully accredited by the Higher Learning Commission.

In April of 2013 the College received formal notification from the Higher Learning Commission that its accreditation had been continued. The reaccreditation came with no conditions or follow-up on the Commission's part. The next reaffirmation of accreditation will occur in the academic year 2022-2023.

K is an institutional member of the American Council on Education, the Great Lakes Colleges Association, the National Association of Independent Colleges and Universities, and the Association of American Colleges and Universities.
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Steady State

capital per worker
The 60-acre, 29-building campus is located in a quiet residential section of Kalamazoo, a city with a metropolitan population of more than 325,000 in scenic southwest Michigan. The College also owns a 135-acre arboretum located in Kalamazoo County.

The city’s downtown district is within easy walking distance from the campus, and other shopping malls, as well as movies and restaurants, are a short bike or bus ride away. Western Michigan University is only a few blocks from the campus. Kalamazoo is just 35 miles from Lake Michigan and approximately 140 miles from both Detroit and Chicago on Interstate 94. Kalamazoo/Battle Creek International Airport is served by several major airlines and Amtrak service is available several times a day.

Sixty percent of Kalamazoo College students live on campus and nearly all off-campus students reside within four blocks of campus. Along with 60 student organizations, this high level of residential
living contributes to a lively campus experience. Additionally, K participates in the Michigan Intercollegiate Athletic Association of NCAA Division III and offers 18 varsity sports.

The College maintains close and active involvement with the Kalamazoo community, which supports, among other cultural activities, a symphony, a chamber music society, an art institute, professional baseball and hockey teams, a nature center, and several theatres. Year-round festivals, a monthly gallery-to-gallery “Art Hop,” and a wide variety of restaurants bring additional diversity to the city. The New Yorker magazine has dubbed Kalamazoo “a little Athens” because of the variety and vitality of cultural activities found in the city. The cultural offerings of the College, the city, and other colleges in the area, together with the natural beauty of southwest Michigan’s lakes and rolling hills, give Kalamazoo residents an enviable quality of life.
Administration and Governance

**Jorge G. Gonzalez** joined the K community as President in July 2016.

Previously, he served as Occidental College’s vice president for academic affairs and dean of the college from 2010 until 2016 and, prior to that, was a member of the Trinity University faculty for 21 years (1989-2010).

A graduate of the Monterrey Institute of Technology in Monterrey, Mexico, Gonzalez earned his master's degree and Ph.D. in economics from Michigan State University. He is currently the President of the Board of the F.W. and Elsie L. Heyl Science Scholarship Fund and serves on the boards of the Council of Independent Colleges, Bronson Healthcare Group, Kalamazoo Community Foundation and Southwest Michigan First.

The Kalamazoo College Board of Trustees is composed of 31 members, including the president. The Board, which represents the major sectors of society, is national in composition and has strong representation from the Kalamazoo community and from alumni. Additionally, 27
individuals hold the status of Trustee Emerita/us. The President and Vice President of the Alumni Association Executive Board may serve as *ex-officio* members of the Board.

The College’s annual operating budget is $46 million. As of June 30, 2017, its endowment was valued at $226,973,570 and the value of its total assets was $346,175,670.
About the Provost

Reporting directly to the president and serving as a key member of the leadership team, the provost is tasked with providing academic vision for the College, setting the tone for excellence and innovation in all areas and serving as a champion for both faculty and students. Key priorities for the provost include the recruitment, development and evaluation of faculty; the continuous evaluation and development of the curriculum; and budgetary management for all academic programs. Additionally, the provost serves as the spokesperson for K’s academic mission both internally and nationally.

The provost manages an academic budget of approximately $12 million and currently oversees 15 direct reports, including:

- Associate Provost
- Chief Information Officer
- Athletic Director
- Registrar
- Coordinator of Educational Effectiveness
- Director of Academic Advising
- Director of Grants, Fellowships and Research
- Associate Director of Institutional Research
- Executive Director of the Arcus Center for Social Justice Leadership
- Academic Director of the Arcus Center for Social Justice
Leadership

• Executive Director of International Programs
• Director of the Center for Career and Professional Development
• Director of the Mary Jane Underwood Stryker Center for Civic Engagement
• Director of Careers in Health and Medicine/Executive Director of the Heyl Scholarship Fund
• Executive Assistant to the Provost

Opportunities and Challenges for the Next Provost

Kalamazoo College has consistently been recognized for its distinctive academic curriculum and resounding success in preparing students for lives of local, national and global impact. With an increasingly diverse student body representing a wide range of racial, ethnic, socio-economic, and geographical backgrounds, the campus is poised to evolve and continue to meet the needs of students, staff and faculty. The College has enjoyed steady strength in academic leadership in recent years and is now in a position to further its academic mission by infusing even more creativity, innovation and vision into the curriculum. Building upon the successful decade-long tenure of outgoing provost Michael A. (Mickey) McDonald, the next provost will have the opportunity to:

Reinvigorate the curriculum and advance academic distinction—Building upon a national reputation for academic excellence and leadership in the areas of social justice, global engagement and experiential education, the next provost will have the opportunity to evaluate and improve upon the groundbreaking K-Plan to address the needs of an ever-changing global community. The provost will bring a nationally-recognized voice in
support of a rigorous liberal arts education grounded in hands-on learning and service. With a collegial, transparent and inclusive spirit, the provost will engage the K community in creatively integrating all of the College’s strengths, including its outstanding faculty, nationally-recognized programs and centers, and beautiful campus and spaces to provide a leading liberal arts curriculum that serves an example to all others.

**Foster an academic community of advocacy and collaboration**—Setting the tone for excellence in all areas, the provost will be a tireless advocate for faculty, empowering them to thrive and succeed at K. The provost will lead through example and inspiration, offering support, development and opportunity for faculty to engage in innovative teaching and scholarship in support of K’s mission and values. In times of financial constraint, faculty will look toward the provost to serve as a spokesperson and advocate for the academic mission of the College, collaborating collegially with administrators, staff, students, alumni, and the broader K community.

**Expand experiential education opportunities**—K has consistently been recognized for cultivating an academic experience rich in social impact and hands-on learning opportunities for its students. The campus is rife with opportunity for interdisciplinary collaboration and immersive student learning experiences, having added spaces and programs such as the Arcus Center for Social Justice Leadership and the Stryker Center for Civic Engagement in recent years. Under the next provost’s thoughtful leadership, experiential education at K will continue to flourish and provide unique experiences that attract a talented and highly engaged diverse student body.

**Champion faculty diversity and development**—Over the last several decades, the K community has continually evolved to reflect the increasing diversity
and complexity of the world. K is committed not only to building a faculty that reflects the diversity of its ever-changing student body, but to supporting its faculty as they lead in shaping K’s distinguished academic mission. Understanding that the quality and content of K’s academic programs is enhanced by the presence of a diverse faculty, the next provost will play a key role in recruiting and retaining faculty, bringing diverse backgrounds and perspectives to all disciplines. Additionally, the provost will cultivate an inclusive and supportive environment that enables and promotes success and recognition for K’s distinguished faculty.

**Foster collaboration locally and globally**—With engaged citizenship and social impact at the core of its mission, K is well-positioned to expand its partnerships and involvement both regionally and nationally. A prominent member of the Great Lakes Colleges Association, K will continue to be a leader among its peers and leverage its relationships to create collaborative educational opportunities for both faculty and students. In addition to playing a key part on the national liberal arts stage, the provost will collaborate with other academic communities, including the College’s neighbor, Western Michigan University.

**Qualifications and Characteristics**

The next provost at Kalamazoo must, first and foremost, embody the K values of scholarship, civic engagement, social justice, and intercultural understanding that inform all aspects of a K education. The provost must be creative and empathic and possess the ability to provide uplifting support to the community in times of success and challenge. Candidates must possess an earned doctorate or terminal degree and
demonstrate significant accomplishment in teaching, scholarship and service commensurate with tenure at K at the level of associate or full professor.

Additionally, the next provost of Kalamazoo College should possess the following qualifications and attributes:

- Demonstrated commitment to the liberal arts;
- Dedication to an academic mission that promotes social impact and global awareness;
- Experience in developing and improving upon a curriculum with genuine interest in supporting and evolving the K-Plan;
- Experience working closely with faculty on the balance between scholarship, teaching and service;
- A track record of serving as spokesperson for the academic mission of an institution and advocating for faculty;
- Demonstrated advocacy for diversity and equity among faculty, staff and students, and experience addressing issues of cross-cultural dialogue and inclusion;
- Experience supporting and developing innovative experiential education opportunities;
- The ability to strategically align resources in accordance with academic priorities;
- A record of inspirational and collaborative leadership with a focus on creativity and innovation in a residential higher education setting;
- Proven ability to promote dialogue, build consensus, and cultivate a spirit of collaboration across campus, with an interest in extending that to partnerships across associations and consortia;
• A willingness to contribute to the national conversation around innovation in residential liberal arts education;
• The ability to serve as an inspiration to others and lead in dynamic and transparent ways;
• Exceptional written and oral communication ability; and
• A record of successful administrative leadership, organization and management.

Information for Candidates

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

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For more information, please visit Kalamazoo College’s home page.

An equal opportunity employer, Kalamazoo College is committed to equal rights, equal opportunities, and equal protection under the law. The College administers its programs without regard to race, creed, religion, age, sex, national origin, height, weight, marital status, physical disability as protected by law, or sexual orientation. The College's definition of sexual orientation proscribes discrimination based on a person's heterosexuality, homosexuality, bisexuality, or gender identity, actual or presumed.