

# RIPON

The Search  
for Our  
Next President



## Position Specification

# PRESIDENT

### Ripon College Mission Statement

*Ripon College prepares students of diverse interests for lives of productive, socially responsible citizenship. Our liberal arts curriculum and residential campus create an intimate learning community in which students experience a richly personalized education.*

### Vision

Ripon envisions itself as a venerable, prosperous, and widely respected liberal arts college that is proud of its history and confident about the future.

An intense engagement with and concern for academic, artistic, and personal development of students have defined Ripon since its founding on the Wisconsin frontier and will always be enduring characteristics of the college.

Vigorous and healthy growth will place Ripon in a distinctive class of intentionally sized, intellectually vibrant, and civic-minded colleges. Ripon will attract students, faculty, and staff of excellent character, great potential and high quality, and the college will be increasingly appealing to its alumni. Ripon will interact conscientiously with the local community and will extend its reach to the nation and the world at large.

Ripon College will command broad interest, recognition, support and respect. A burgeoning spirit of optimism and opportunity, accessibility and possibility will emanate from the college and will inspire it to imagine — and to do — great things.

### Core Values

Ripon College is committed to:

- **Serious Intellectual Inquiry:** A standard of academic excellence fosters scholarly and artistic achievement and promotes lifelong learning.
- **Integrity:** Ethical conduct guides the college. Decisions and actions reflect the principles of honesty, fairness, candor, respect, responsibility, trust, inclusiveness, and openness.
- **Diverse Community:** Differences of perspective, experience, background, and heritage enrich the college. Relationships are sincere, friendly, welcoming and supportive.
- **Stewardship:** Ripon College is a responsible steward of its mission, traditions and resources.
- **Service:** Service within and beyond the campus enables effective governance, encourages community engagement and creates leadership opportunities.



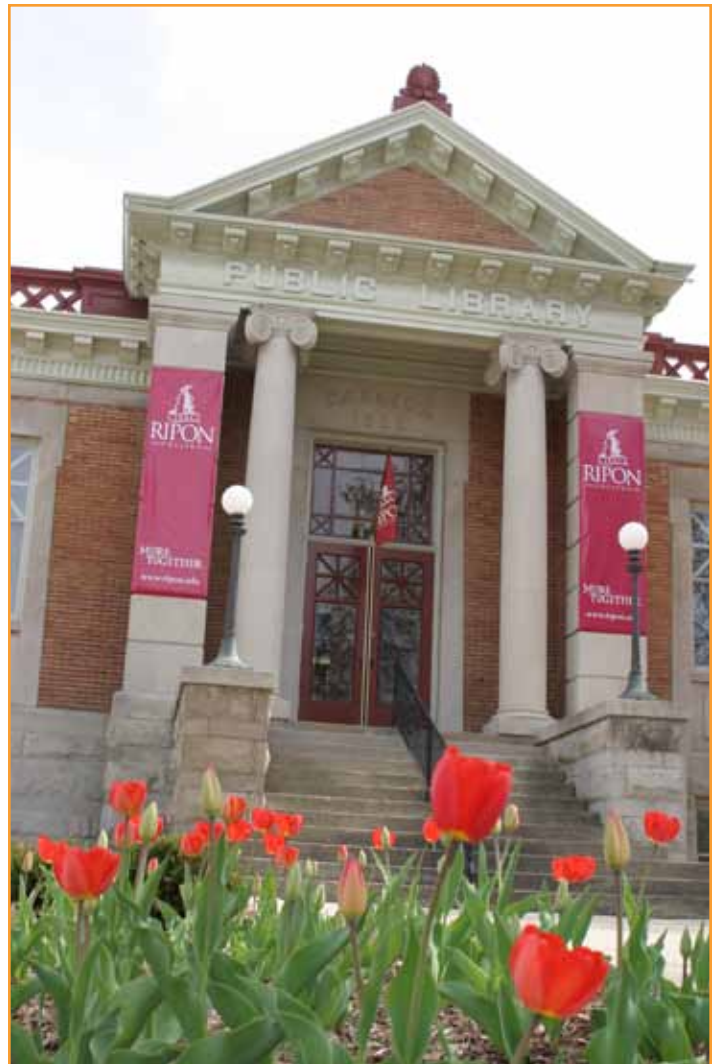
# I. INTRODUCTION

The College and the city of Ripon share a noteworthy history. Both originated in the minds of visionaries and pioneers, and both have matured gracefully in the pleasant natural surroundings of central Wisconsin. The first settlers in the Ripon area were members of the Wisconsin Phalanx – 19 men and one boy led by young Warren Chase, who often called himself “The Lone One” or “The World’s Child.” Inspired by the philosophy of the French utopian socialist Charles Fourier, as interpreted in the pages of Horace Greeley’s New York Tribune, the Phalanx set out from Kenosha to found a commune far from “the world of Jargon, Contention, and Confusion.” On May 27, 1844, they staked their claim and began translating their motto – “Diligence, Vigilance, Perseverance, and Progress” – into the community of Ceresco, named for the Roman goddess of the harvest.

Before long, Ceresco became the home of more than 200 idealists of various sorts. Sharing labor and its rewards, the settlers built a thriving community around two large buildings which housed all community activities. The Long House, in which meals were served and meetings held, still stands on the western edge of the city.

Meanwhile, in 1849, Captain David P. Mapes (whose steamboat and worldly fortune had recently sunk in New York’s East River) trudged out to Wisconsin, looked over the land adjacent to Ceresco, and decided that it was the perfect place to start building a new life. He named his new settlement Ripon, in honor of the cathedral city in England where the seventh-century ecclesiastical statesman and scholar Wilfrid of Ripon conducted a school which influenced almost every great university in Europe.

For two years, a rivalry flourished between Mapes and Chase over the future of their adjacent communities. However, within seven years it became clear that Ceresco would be unable to sustain its selfless idealism (or its profit margin), and the community floundered. As it did, the spirit of competition that had arisen between the two communities gave way to a spirit of cooperation, and Ceresco was gradually absorbed into Ripon. When Mapes began laying plans to attract responsible settlers to the area by founding a college on the highest hill, Chase became a founding father, and in 1851, Ripon College was granted its charter from the Wisconsin legislature. That same year, Chase was forced to write the epitaph for Ceresco: “It was prematurely



born, and tried to live before its proper time, and of course, must die and be born again. So it did and here it lies.”

To this day the idealism, creativity and hard work that characterized Ceresco and the entrepreneurship that drove Mapes continue to thrive within both the College and the City of Ripon. It is in this spirit that the search for the next President of Ripon College, seeking a leader who will embrace what is most special about the College: the enduring bond that all constituents have with one another – faculty, students, alumni, trustees, administration and the greater Ripon community. The next President must have the leadership and management skills to maintain Ripon’s history and traditions, while bringing it to the next level of intellectual achievement and financial strength.

## II. FACULTY & ACADEMIC PROGRAMS



Accredited by the [North Central Association of Colleges and Schools](#), Ripon is a Phi Beta Kappa liberal arts college and founding member of the [Associated Colleges of the Midwest \(ACM\)](#), a consortium of colleges offering 11 international and 17 United States study options. Ripon faculty frequently participate in these programs as directors and visiting instructors. In the spring of 2011, a Ripon instructor took part in the London program while in the fall of 2012, ACM programs in Florence, Tanzania, and at the Newberry Library (Chicago) will feature Ripon faculty. Other ACM colleges include: Beloit College, Carleton College, Coe College, Cornell College, Grinnell College, Knox College, Lake Forest College, Lawrence University, Luther College, Macalester College, Monmouth College, St. Olaf College, and Colorado College.

Ripon has 63 full-time and 25 part-time professors (including those on leave), as well as an additional 26 adjunct instructors. The College has strategically added tenure lines over the past five years and expects to continue to do so in the future. The campus and curriculum have benefited from the presence of

several ACM-Mellon Post-doctoral teaching fellows. A \$1 million grant from the Pieper Family Foundation has allowed the College to endow a new Chair in Servant Leadership. Faculty development and additions are a major focus of current fundraising efforts.

The style and quality of education at Ripon are reflections of the College's mission and size. Ripon provides a high-quality [academic program](#) that is grounded in the liberal arts and distinctive in its character. Eighty percent of the class of 2011 graduated with a major in at least one traditional liberal arts discipline. Classes are small and individualized attention to students is pervasive: 92% of courses in fall of 2011 have 30 or fewer students, while the average class size is 17. Outside of class, student interactions with faculty and staff are frequent and intellectually challenging, providing the basis for the College's richly personalized education and intimate learning environment.

In the Franklin & Marshall survey, "Baccalaureate Origins of Doctoral Recipients," Ripon College ranks 77th in total number of graduates who received a doctorate degree. The acceptance rate for Ripon students entering medical school is 80%, twice the national average, and Ripon has been widely recognized for its academic excellence. In addition to graduating three Rhodes scholars and a Gates Cambridge Scholar, Ripon has produced a number of Goldwater Scholars, National Science Foundation scholars, and other students of high academic distinction. A team of faculty supports and promotes students who are interested in and qualified for these kinds of major national and international scholarships. Ripon College is listed as a Tier 1 national liberal arts college by US News & World Report and





its quality is recognized by every major service that ranks and reviews colleges.

The faculty of Ripon College continue a long tradition of teaching excellence and a passion for the liberal arts. As teachers, scholars and artists, they connect classroom instruction with research and creative activities and regularly engage students in project-based and experiential learning in the community and the larger world. The faculty take great pride in the impact they have on student development. Throughout the College's history, graduates have praised the dedication and outstanding teaching of the faculty. This results in impressive graduation rates, as well as many enduring friendships and professional relationships. In the 2010 College student survey (given every two years), 95% of students indicated that they were satisfied or very satisfied with the overall quality of instruction; 92% said they were satisfied or very satisfied with their contact with faculty; and 94% said they were satisfied or very satisfied with their overall educational experience.

While teaching is the primary criterion for faculty evaluation, Ripon educators also understand the interdependence of teaching and academic pursuits. Many faculty share the excitement of their scholarly inquiry and creative projects with students, making them full partners in the intellectual

process. It is not unusual for students to present professionally as collaborators with faculty, and the results of their joint research have appeared as papers, posters, and articles in established scholarly and artistic outlets. A [McNair Scholars Program](#) supports student-faculty research collaborations as do other endowed and discretionary funds within the office of the Dean of Faculty. Most departments and majors require a capstone experience, and a regular and exciting feature of the year is the public presentation by students of their research results. The newly established Senior Showcase further demonstrates the importance Ripon places on independent research.

Off-campus study is another defining characteristic of academics at Ripon. In recent years, nearly 30% of students have participated in a semester-length program, while an additional 20% have participated in shorter-term (two to three week) faculty-led "Maymesters," designed to engage students from across disciplines. Domestic examples include studying the behavior of Orca whales near Puget Sound and traveling to the Boundary Waters Canoe Area to study botanical and animal life and its native environment. International Maymesters have taken students and faculty to pursue specific projects in such places such as China, Jamaica, Spain, Germany, and Peru.

### III. STUDENTS & CAMPUS LIFE

The student body currently consists of approximately 1,000 students. The majority of the College's students come from the upper Midwest states of Wisconsin, Illinois and Minnesota with the remainder coming from 27 other states and 14 countries. While there is no "typical" Ripon student, the focus on providing an outstanding education at an affordable price has allowed us to attract many first-generation students with significant financial need. More than 90% of the student body receives some form of financial aid. Each spring, the most gifted applicants are invited to compete for one of several endowed academic scholarships. Students can be generally described as cooperative, collaborative, outgoing, entrepreneurial and trusting of each other.

The 227 students who entered in the Fall of 2011 had an average high school grade-point average of 3.43 and an average ACT composite score of 25, and ranked in the top of 27% of their class. Ripon's commitment to student success is reflected in the College's retention rates. More than 80% of students return after their first year, and more than 70% remain enrolled three years later. The College emphasizes not only retaining students



until graduation, but also providing them with practical career development support. This has allowed us to boast a 96% placement rate into graduate school or employment within four months of graduation.

Intellectual inquiry is not limited to the classroom. The campus is designed with many intimate gathering spots which allow for discussions to continue well after classes have ended. Whether by the fireplace in the Pickard Commons, on the terrace outside of Bovay Hall, or in the sculpture garden at Rodman Center for the Arts, you will find students gathered, often with a faculty member, deep in conversation.

Campus life at Ripon is vibrant and multifaceted. The [calendar](#) is filled with a breadth of activities ranging from the more academic (lectures, readings, recitals, art shows) to entertainment (comedians, film series) to athletics, both varsity and intramural. Student performances in music, theatre, and art are only the beginning of the fine arts opportunities on campus. The [Caestecker Fine Arts Series](#), as well as the [Chamber Music and the Jazz at Ripon series](#) bring artists from around the world to campus. The Milwaukee Symphony Orchestra has played annually at Ripon for over 35 years, and faculty performances draw not only students but also community members. All



students, not just majors, are welcome to participate in the arts, which allows for the discovery of new talents and the development of new interests.

Forensics has also been a part of Ripon's rich history, beginning with the founding of the [National Forensic League](#) at Ripon in 1925. Ripon's Forensics Team is nationally competitive and is a member of both the American Forensic Association and the National Forensic Association. Ripon also sponsors International Extemporaneous Speaking at the National Forensic League High School National Championships, and serves as host for the Wisconsin Forensic Coaches Association High School State Championships each April, bringing over 1000 students to campus. The National Pi Kappa Delta Hall of Fame, the national speech honor society, continues to reside at the College.

The core values of stewardship and service drive many of the 47 student organizations. Ripon students organize and participate in a wide range of service activities, both on-campus and in the larger community. These may range from a walk/run to raise funds in support of domestic violence victims, to creating a Halloween venue for the children of the town. Or students may choose to integrate the ethical leadership certificate program into their academic major or volunteer in the community

through the Office of Community Engagement. Through all of these endeavors, Ripon's students embody the concept of servant leadership. In support of their efforts, the College budgets over \$250,000 a year to the Student Senate which then allocates funds to specific groups and activities.

[Athletics](#), both organized and ad hoc, are also an integral part of the Ripon extracurricular program. Ripon College offers an NCAA Division III athletic program, competing with 20 intercollegiate teams in the [Midwest Conference](#). Boasting a long history of conference championships, all-conference players, state records, and award-winning coaches, the spirit of Red Hawk pride is high. Men's and women's varsity teams are fielded in basketball, cross country, cycling, golf, soccer, swimming, tennis, and track, while dance, softball and volleyball are offered for women, and football and baseball for men. Other sports include equestrian, lacrosse, rugby and men's volleyball. To encourage students to leave their cars at home, Ripon periodically offers incoming students a free bicycle (and the appropriate safety equipment) in exchange for signing a pledge to not bring a car to campus. The resulting "Velorution" has allowed the College to avoid using valuable land for yet another parking lot.



## IV. ALUMNI



Ripon has nearly 10,000 alumni who reside in 50 states and 40 countries. As with all highly regarded liberal arts colleges, alumni are engaged in a diverse array of business and professional careers. Many also have become leaders in not-for-profit organizations, both local and national – a reflection of the continued importance of Ripon’s core values to their post-college experiences.

The College has revitalized its efforts to stay close to alumni, and today over 51% of alumni have donated to the College at least

once during the last five years. Well-attended fall homecoming celebrations and reunions at the summer Alumni Weekend are an important way of keeping alumni connected to the College. Regional alumni groups exist in several major metropolitan areas, including Chicago, Minneapolis/St. Paul, Madison and Milwaukee, and the College is actively working to establish similar groups in areas on both the east and west coasts. Alumni volunteers are actively involved as admission representatives, career development resources, class agents, classroom speakers, Alumni Association leaders and members of the Board of Trustees.

The Board of Directors of the Ripon College Alumni Association comprises 25 alumni representing a wide range of class years, geographical locations and professional backgrounds. The group meets semiannually on campus and informally throughout the year. Their mission is to nurture and advance the connections between alumni and the other constituencies of the College. Two rotating members of the Alumni Association are voting members of the Board of Trustees. Often, successful Alumni trustees are elected to the Board after their alumni term is completed.





## V. FACILITIES

Ripon College resides on [250 beautifully landscaped acres](#) in the center of Ripon. The buildings on the upper campus, both historic and contemporary, represent a classic college setting. Constructed predominately of light yellow limestone with many featuring traditional white columns, a number of these buildings are listed on the National Register of Historic Places. Among the academic buildings are Farr Hall of Science, with laboratories, a science library, an auditorium, and classrooms; Todd Wehr Hall, recently renovated and expanded to include smart classrooms; Lane Library, which provides state-of-the-art access to digital collections worldwide; and C.J. Rodman Center for the Arts, with a public gallery, art, music, and drama facilities, and an outdoor sculpture garden. There are ten residence halls on campus (most of which were recently renovated) including the recently completed Campus Apartments which offer apartment-style living for upper-class students. The College maintains a 130 acre restored prairie, The Ceresco Prairie Conservancy, on

campus that is used for teaching, research, hiking and mountain biking. Athletic facilities are modest, but adequate, given recent improvements; however, in light of students' strong interest in athletic activities, space remains tight and further upgrades are likely to be required.



## VI. ADVANCEMENT

The Board of Trustees has fully supported the growth of Ripon's Advancement Office, particularly over the last two years in preparation for the first capital campaign in nearly a decade. The office has doubled in size and now includes 17 professionals and supporting staff in the key areas of development, alumni/parent relations, research, and stewardship. In addition, the office includes the four members of the marketing and communications team.

Transformational change for Ripon is necessary to keep pace in an increasingly competitive environment. Sustaining the College's momentum and achieving its strategic initiatives will require a historic investment in endowment, the backbone of any college's financial framework. As of June 30, 2011, Ripon's endowment totaled \$62 million. While healthy, the endowment is not as large as it needs to be and endowment growth is a key focus of the campaign. More than \$19 million in commitments and gifts had been raised for the campaign as of June 30, which marked the conclusion of the first, silent year of this multi-year effort. The new President will have the opportunity to help shape this campaign prior to its public launch, which is scheduled for the 2012-13 academic year.

Over the past few years, the College has greatly enhanced both the number and effectiveness of personal visits with prospects and donors. Personal visits made by advancement staff have increased three-fold, while the number of off-campus alumni events has doubled. The return on this investment of people and



time has been significant. Both unrestricted giving to the Annual Fund and restricted giving for facilities, endowments, and other specific projects showed exciting progress during 2010-11. The College equaled the historical high-water mark for Annual Fund giving (\$2.2 million), while restricted giving increased 300% over the prior two years. In total, the Advancement team raised nearly \$6.5 million in cash, the best year since 2005. In addition, nearly \$13 million in pledges and deferred commitments were secured and documented. The addition of a planned giving specialist is expected to help build on this success. All in all, the new President will have the support of an effective, enthusiastic and extremely competent team of development professionals as Ripon moves forward on this important campaign.





## VII. GOVERNANCE

The President reports to an active, highly involved and geographically diverse board of trustees. The current Board has 37 members, including special graduate and alumni trustees, as well as 14 Honorary Life Trustees. In addition, there are two faculty participating observers, an administrative assistant, and the Administrative Council which supports the board. Faculty and students serve as representatives on various trustee committees. The Committees of Audit, Investments and Infrastructure may select as additional voting members qualified professionals who are not members of the Board and who have no direct or indirect personal financial relationship with the College. The Investment Committee has two such members.

While the majority of trustees are alumni of the College, it is an expressed interest of the board to increase the number of “independent” trustees. The current board is a relatively young and highly accomplished group of individuals, with the majority of board members living and working outside Wisconsin. The College’s Trustees bring a broad array of experience from the fields of investments, banking, communication, environment, education, insurance, law, management, manufacturing, and volunteerism. The Board is most generous in its donations of time, expertise and resources. Strong leadership support from the

Board of Trustees generally provides \$750,000 in unrestricted support annually towards the annual fund goal of \$2.2 million. The level of trustee giving continues to place Ripon amongst the top of the Associated Colleges of the Midwest institutions.

Reporting to the President are the Vice President and Dean of Faculty, Vice President for Advancement, Vice President for Finance, Vice President and Dean of Students, and the Vice President and Dean of Admission and Financial Aid.





## VIII. BUDGET AND FINANCE

The College ended the fiscal year 2011 with an increase in total net assets of over \$15 million. Gifts and pledges accounted for a significant part of this, as well as increases in investment returns. The composite financial index equals 4.3 for this fiscal year – above the minimum desired index of 3.0.

The College has an annual budget of approximately \$25 million. The national economic recession of the last few years has had an impact on the finances of students and their families and

the College's discount rate has been affected commensurately. However, expenses are carefully monitored and controlled to help ensure a balanced budget each year. With continued strict financial management, Ripon expects to remain in a sound – and improving – financial position. Increased student enrollments, student net revenues, and endowment values are essential to reaching this goal.

## IX. COMMUNITY

Surrounding Ripon College is historic [Ripon, Wisconsin](#), with a population of 7,700. Many of the signs of Ripon's early history are still prominent in the community. A few of the signal oaks which guided pioneers through the area a century ago can still be identified along the roads leading into town. The Long House of the Ceresco Phalanx still stands, as does the Little White Schoolhouse – now a national landmark – in which the Republican Party was founded in 1854. The City of Ripon offers visitors and newcomers a small-town atmosphere of friendliness, safety and prosperity. Indeed, the town was highlighted as one of the [10 Coolest Small Towns in America](#) by Budget Travel.

The wooded shores of [Green Lake](#) with its resorts, golf courses, and fine restaurants are only a few minutes away. The urban centers of Milwaukee and Madison can be reached in one to two hours, Chicago in three and one-half hours, and Minneapolis/St. Paul in four hours.

Ripon offers a very fine [public school system](#). The student to instructor ratio is 14 to 1. Ripon students score significantly higher than the national average in standardized testing. In 2010, the ACT composite scores for Ripon students averaged 23.2. Over 83% of Ripon's 2010 high school graduates attended post-secondary schools. In addition to Ripon College, nearby post-secondary institutions include the Lawrence University, Marian University and the University of Wisconsin at Fond du Lac and Oshkosh.

Ripon is home to a central business district that is going through an exciting transformation as well as a diverse array of industrial and manufacturing companies. The top employers in the city are Alliance Laundry Systems (a manufacturer of industrial washers and dryers), Bremner, Inc. (a manufacturer of cookies), and Ripon Printers.

Ripon College and the City of Ripon mutually support and appreciate one another's activities and events. The College's faculty, administration and staff are active in community groups and events, including city and county governments, local civic organizations, the [Chamber of Commerce](#), and annual festivals and celebrations. Ripon College students, through the Office of Community Engagement benefit from internship, job-shadowing and volunteer opportunities with members of the Ripon business and civic community. As evidence of the close ties between the College and the town, the offices of the President and the Dean of Faculty are located in the former Carnegie Library in the heart of downtown Ripon.



# X. OPPORTUNITIES & CHALLENGES FOR THE NEXT PRESIDENT

The President of Ripon College will inherit a sound, ambitious college, ready to move to the next level of excellence and resources. Priorities for the next President include, but are not limited to:

- Crafting, constructing and communicating a clear vision and direction for Ripon College, building on current successes and identified strategic initiatives;
- Raising Ripon's profile, brand, and ranking regionally and nationally and continually improving the College's academic quality and recognition;
- Building the endowment and managing resources. Ripon is in the midst of a capital campaign to raise the endowment to at least \$85 million by 2016. The College has high ambitions, and it is essential that it acquire the resources to continue to attract the strongest students and faculty, fulfill its potential and be prepared to meet future challenges;
- Building the College's enrollment to 1100 students, while increasing geographic and ethnic diversity, raising academic standards, and ensuring the academic integrity of the student body;

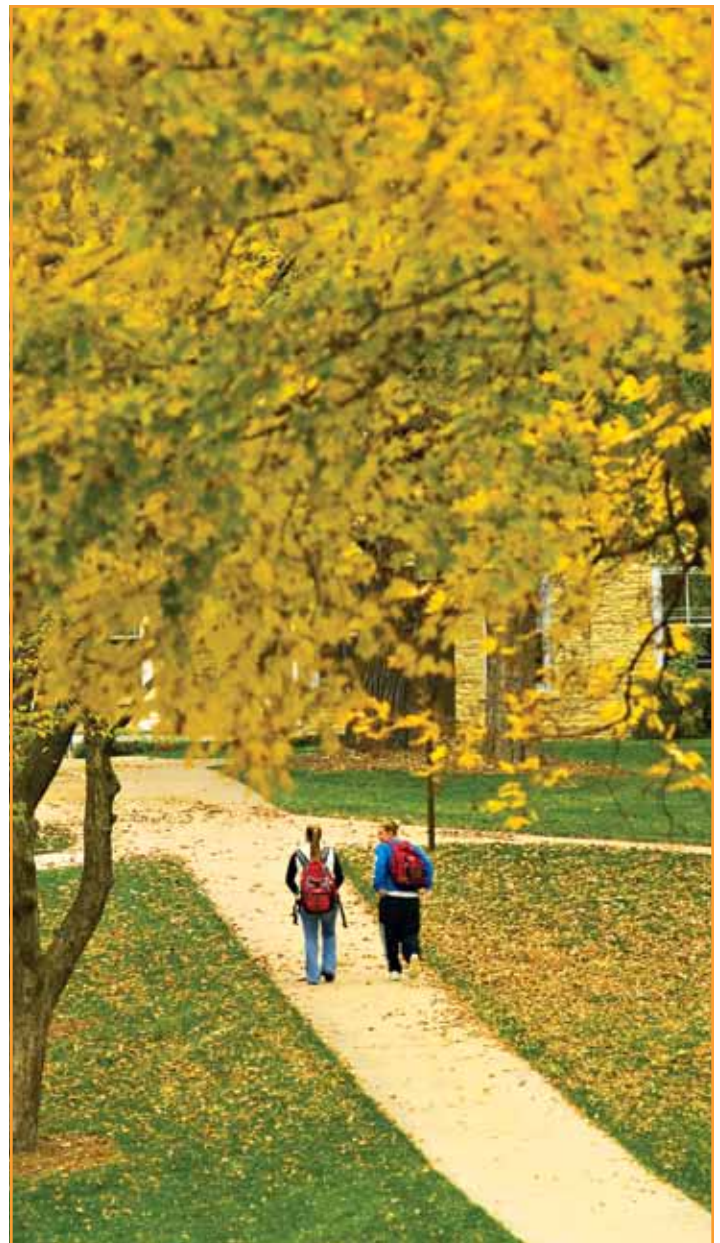


- Recruiting and retaining outstanding faculty, particularly early- to mid-career faculty. The College aims to increase the overall faculty cohort to 83 full time and tenure track faculty and reduce the student: faculty ratio to 12:1 by 2020;
- Working with the faculty and academic leadership to enhance and revitalize the curriculum;
- Addressing the issue of compensation and professional development for Ripon's outstanding and dedicated faculty and staff who are dedicated to a high-performance culture;
- Enhancing the campus environment and upgrading essential facilities such as the athletics center, library, and science centers;
- Sustaining and enhancing a culture of philanthropy among current students and Ripon's loyal alumni;
- Proactively working to increase diversity of students, faculty, administrators, staff and Board; and,
- Enhancing Ripon's strong, positive, and integrated relationship with the local community;

# XI. DESIRED QUALITIES

The next President must be a leader with exceptional professional and personal distinction, with experience and accomplishments that demonstrate the capacity to serve as the chief executive officer of the College. In addition to these qualities, the next President should have the following characteristics:

- Comprehensive understanding, commitment and support for a liberal arts education and an unwavering respect for and commitment to Ripon's traditions as a small, residential, liberal arts college with strong emphasis on student/faculty interaction, small classes, and access;
- Creativity and vision, with the ability to forge change, balanced with a deep respect for Ripon's heritage and strengths;
- Effective, proven, entrepreneurial and aggressive fundraising skills to enhance and expand the existing base support, including foundations, corporations, and individual donors;
- Proven experience with the development and completion of capital projects;
- Excellent communication skills, and the ability to be visible to all constituencies and capable of enthusiastically sharing the "Ripon Story" through multiple media;
- Experienced managerial skills that include conservative fiscal management and planning to ensure long-term financial strength;
- Administrative experience with proven skills managing issues and personnel in a complex environment, including the ability to engage in collaborative leadership;
- Intellectual curiosity and a commitment to academic leadership. Credentials may include a traditional Ph.D. but also may include other backgrounds, terminal degrees, and fields;
- Enthusiasm for students, staff and faculty, and their holistic development;
- Ability to build and foster a strong, diverse, supportive Board of Trustees;
- Strong understanding of the admission and financial aid processes, as well as factors impacting student retention and graduation rates;
- Appreciation and enthusiasm for the local community, and the integral role of Ripon College within the community; and,
- Outstanding interpersonal skills, sense of humor and strong work ethic.



## XII. COMPENSATION

Open and competitive.

## XIII. STARTING DATE

Prefer July 1, 2012.

## XIV. CONTACT

The search is commencing immediately and will continue until the position is filled. For best consideration, please forward materials not later than December 15, 2011. Nominations and applications should be sent, in confidence and preferably electronically, to:

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*Ripon College is committed to the principles of equal opportunity and adheres to non-discriminatory policies in employment and student enrollment. Ripon College is an Equal Opportunity, Affirmative Action Employer.*







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— COLLEGE —

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