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Bates

SEARCH FOR SENIOR ASSOCIATE DEAN

BATES COLLEGE
Lewiston, Maine

THE SEARCH

*"We see the growing concern of students and parents with employment prospects not as a domain beneath our proper notice, but rather as a deep aspect of our obligation as a liberal arts college to prepare our students for **a life of purposeful work**. At our best, we challenge ourselves as an institution to wrestle actively and joyously with the world as we encounter it. In so doing we model this mindset for our students as they work to construct their own lives."*

Bates President Clayton Spencer
Inaugural Address
October 26, 2012

Bates, one of the nation's leading liberal arts colleges, seeks an experienced, visionary, and charismatic leader to oversee the Purposeful Work program and the Bates Career Development Center (BCDC), launching and leading a new joint enterprise that links the core values of the liberal arts to the project of preparing students for lives of work, meaning, and social contribution. Reporting to the Vice President for Student Affairs and Dean of Students, the Senior Associate Dean will serve as a dynamic campus leader and senior administrator with strengths in thinking both philosophically and organizationally, and a commitment to supporting the goals and aspirations of students from all backgrounds.

This is an exciting opportunity for a strategic thinker with a commitment to the liberal arts and an understanding and appreciation for career development. The goal is to create a new organizational structure that brings together the newly designed Purposeful Work program with the Bates Career Development Center in a way that maintains the broad scope and mission-based approach of Purposeful Work, eliminates duplication of effort, and provides a coherent experience for students, alumni, and employers.

The new Senior Associate Dean will be an effective communicator to both internal and external audiences, clearly and convincingly sharing goals, plans, and initiatives. The dean will design, implement, and assess an organizational structure that leverages the assets of the Purposeful Work initiative and the Bates Career Development Center to create a department that works collaboratively with faculty, staff, students, alumni, and employers to build on and expand the work of both units. The goal is to produce an integrated organization that supports mission-based,

developmental, and pragmatic approaches to helping students be intentional and self-reflective about the work they do while at Bates and after graduation.

Bates has retained the services of the national executive search firm Isaacson, Miller, to conduct the search. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

PURPOSEFUL WORK

Purposeful Work is a new program at Bates, launched in 2014 and built on the premise that preparing students for lives of meaningful work has always been central to the liberal arts mission. The program is grounded in Bates' mission, has curricular and co-curricular aspects, and takes a four-year, developmental approach to working with students. Through a structured program of exploration, hands-on experience, mentoring, and reflection, students develop the knowledge, self-awareness, confidence, skills, and relationships needed for a lifetime of meaningful and engaging work.

For students from families without strong professional networks, Purposeful Work is especially important in furthering Bates' equity promise. Generous financial aid allows access to a Bates education, and all students are supported for success once on campus. Purposeful Work helps to bridge students to life after college.

With the benefit of fundraising, the Purposeful Work initiative has piloted an array of programming over the past three years:

Purposeful Work programming exists in the Bates curriculum. Notably, over 25% of faculty across all academic programs and departments have offered credit-bearing classes that integrate readings, conversations, and assignments connecting course content to work, purpose, and career. Purposeful Work also brings practitioners, typically alumni, to campus to facilitate skills-based courses in Bates' spring "short term," during which students take a single course for five weeks.

Purposeful Work programming exists in the co-curricular experience. Through workshops, mini-grants, and a speaker series, students are engaged in exploration, skill development, and reflection. Examples of such programs includes the "How to Adult" series and "Purposeful Work Unplugged."

Purposeful Work programming extends to the workplace. Through a robust summer internship program and an on-campus employment program, students are able to explore and clarify interests while also building skills and professional connections. These programs are supported by cohort experiences that weave reflection and learning into the employment experience.

All of this work is done in collaboration with academic departments, Career Development, Intercultural Education, the Harvard Center for Community Partnerships, Residence Life and Health Education, and Athletics.

BATES CAREER DEVELOPMENT CENTER

The mission of the Bates Career Development Center (BCDC) is to partner with students and alumni, faculty and staff, and recruiters to deliver exemplary career-related services including career coaching and exploration, skill-building, and training. The BCDC staff of eight professionals provides an array of on- and off-campus campus recruiting events, alumni visits, workshops, industry information sessions, graduate and professional school events, networking opportunities, resume and cover letter reviews, and more. The Bates Career Development Center hires student office assistants and career development fellows each year who work closely with the staff on administration and outreach, and work with fellow students in support of their career aspirations.

Through the Bates Career Development Center, Bates works to connect students with opportunities that will assist them in pursuing post-graduate work that aligns with their interests, skills, and values. The Career Development Center has expanded its reach and efficacy with students, focusing on the Career Discovery in Practice job shadow program, one-on-one and group career and professional school advising, preparation for and support of internships and summer opportunities, and strong connections to employers for job opportunities. The Career Development Center is an active partner in a range of recruiting consortia, including the Liberal Arts Career Network, Selective Liberal Arts Consortia, and the Liberal Arts Recruiting Connection. The Career Center also partners with a range of technology and program providers, including Handshake (one of the first partner schools), Koru (founding partner school), HBX Core (founding partner school), Interview Stream, Vault, Skillscan, CareerSpots, and other platforms to enhance and augment services offered.

OPPORTUNITIES AND CHALLENGES

The Senior Associate Dean will be tasked with the enviable opportunity of building and leading an organization that provides strategy, operations, communications, and financial sustainability for Bates' signature Purposeful Work program and career development. She or he will offer students a unique and integrated approach to work exploration, demonstrating a commitment to the mission of a liberal arts education and its role in preparing students to be engaged citizens in their personal and professional lives.

The primary opportunities and challenges for the Senior Associate Dean will include the following:

Create and manage a high-performing organization

The Senior Associate Dean will be a thought leader and skilled architect in the design and implementation of an organizational structure encompassing Purposeful Work and career development that strengthens the programs and services of both and creates a seamless experience for students, alumni, and employers. The dean will cultivate a high-performing team, including Purposeful Work staff and BCDC staff and furthering the role of the office as a collaborative organization within the broader Bates community. Additionally, the dean will be responsible for overseeing the operations and financial stability for the combined unit of Purposeful Work and career development. She or he should have experience with organizational development, managerial oversight of staff, and development of budgets. The dean will be an effective delegator and service-oriented manager, prepared to ensure timely and effective responses to the dynamic needs that continually emerge from students, faculty, staff, parents, alumni, trustees, and the administration.

Further Bates' commitment to access and equity

Bates' commitment to access has historical roots and remains a deep-seated priority for the institution. The number of underrepresented and first-generation students has increased in recent years and, as a result, the College has focused more attention on matters of climate and inclusion than ever before. An important mandate for the new Senior Associate Dean will be to ensure that the far-reaching efforts of Purposeful Work and career development extend to underrepresented students who may not come from families with strong professional networks and may not naturally take advantage of such offerings. The new dean should be prepared to provide additional, specially designed, or targeted programming as necessary for underrepresented students. To this end, the dean will have a sophisticated understanding of not only student development, but also a keen sense of how race, gender, class, nationality, and first generation to college status may impact student access and participation.

Foster external relationships

The Senior Associate Dean will promote Bates' unique approach to Purposeful Work and career development with a wide range of constituencies. She or he will be skilled at articulating Bates' distinct philosophy, approach, and outcomes to diverse stakeholders in compelling ways. This role will collaborate with the Bates Communication Office to bring national attention to Bates' unique approach to helping students think about their work both in college and beyond, and articulating the Purposeful Work philosophy for media outlets, peer institutions, and admissions efforts.

ABOUT BATES COLLEGE

Mission and Values

Bates College was built by people who put their ideals into action and in whose hands the liberal arts served as a dynamic force for the public good. With their progressive call in 1855 to admit African Americans and to educate men and women together, the founders of Bates affirmed that all human potential deserves to be developed. This radical, founding moment manifested a durable instinct for the fellowship of learning that continues to guide Bates' commitment to intensive and unfettered humanistic inquiry.

The Bates mission statement, newly articulated in 2010, captures the relationship of the College's history to its current values and aspirations:

Since 1855, Bates College has been dedicated to the emancipating potential of the liberal arts. Bates educates the whole person through creative and rigorous scholarship in a collaborative residential community. With ardor and devotion—Amore ac Studio—we engage the transformative power of our differences, cultivating intellectual discovery and informed civic action. Preparing leaders sustained by a love of learning and a commitment to responsible stewardship of the wider world, Bates is a college for coming times.

Today, Bates continues to be guided by the principles of its founders as it embraces the intellectual, economic, social, and technological challenges facing higher education in the 21st century. The values of rigorous thinking, inclusion and diversity, environmental and civic responsibility, and egalitarianism are reflected in the academic, co-curricular, and social lives of Bates students. They are affirmed by a faculty that supports initiative and original thinking across a demanding, varied, and innovative curriculum.

With this history and mission in mind, Student Affairs at Bates is dedicated to educating the whole person in a collaborative, residential community. The College firmly believes that by engaging the transformative power of our differences, cultivating intellectual discovery and informed civic action, and designing enriching educational experiences, it can help prepare students to be effective and contributing global citizens. As educators in a residential college setting, Student Affairs supports the personal development, health, and well-being of Bates' students by honoring the talents, passions, and differences of its students as sources of power and effectiveness. The College's programs and services actively affirm Bates' commitment to access, success, and inclusion, working intentionally to cultivate an environment of collaboration and mutual respect.

Students

Bates is a residential college, with 93 percent of its students living in a diverse array of campus housing. The student body consists of nearly 2,000 students — 1,750 on campus and almost 150 studying abroad each semester — with strong academic credentials from a wide variety of backgrounds and representing 44 states and 53 countries. Since 2012, the Office of Admission has expanded its outreach programs well beyond New England and the mid-Atlantic region, specifically targeting strong public and private high schools with large numbers of talented students from underrepresented communities. As a result, selectivity has improved, allowing for a 22.6 percent acceptance rate in 2016, compared to 31.7 percent in 2010. Yield rose from 34.1 to 39.9 percent, and 24 percent of the entering 2016-2017 class came from underrepresented populations (domestic students of color), while nearly 13 percent are first generation to college. This expanded outreach model, coupled with Bates' strong selection process, will increase the College's visibility and stature among peer institutions and prospective students alike.

Additionally, Bates' commitment to accessibility is a prized feature of its history and culture, providing the context for its financial aid program. Bates provides more than \$33 million in need-based institutional grant aid each year. More than 40 percent of enrolled students receive financial aid, and the average financial aid award for 2016-17, including grant, loan, and work, is \$43,633. Bates meets 100% of a student's demonstrated financial need.

Bates is committed to developing and nurturing the "whole person." Students graduate with not only excellent academic preparation, but also having engaged in a host of on- and off-campus experiences designed to prepare them for a lifetime of intellectual curiosity, physical well-being, and meaningful work. At Bates, students enjoy a large degree of independence and responsibility, which they use to shape their own academic and co-curricular experiences. They thrive in a rich and vibrant campus life that reflects the Bates spirit of openness, and they are profoundly engaged in their connections to one another, to their faculty mentors, to the Bates community, and beyond.

Bates has also established a record of success with prestigious graduate recognition and opportunities, with students and alumni receiving numerous awards such as National Science Foundation, Fulbright, Beinecke, Cooke, Goldwater, and Watson fellowships. For the 2016-2017 academic year, the faculty Graduate Fellowships Committee successfully interviewed and mentored more than 30 Fulbright applicants, resulting in a 27 percent success rate (against a 17 percent national average).

Leadership

Clayton Spencer became the eighth president of Bates College on July 1, 2012. Under her leadership, Bates has launched new initiatives in a number of areas, including creating a new program in Digital and Computational Studies, strengthening programming in campus diversity and inclusion, transforming the College's approach to preparing students for work and career,

and significantly increasing fundraising. Before joining Bates, Spencer served for seven years as Vice President for Policy at Harvard University, directing policy initiatives for the university. She previously served as Harvard's Associate Vice President for Higher Education Policy as well as Acting Executive Dean of the Radcliffe Institute for Advanced Study. Spencer was also a lecturer at Harvard's Graduate School of Education, where she taught courses on federal higher education policy.

Joshua McIntosh is Vice President for Student Affairs and Dean of Students, overseeing all aspects of student affairs, including off-campus study, international student programs, student support, student conduct, residential life and housing, student activities, security and campus safety, health services, and counseling services. He came to Bates in 2014 following two years with Johns Hopkins University, where he was the Dean of Academic Services. Prior to his work at Johns Hopkins University he served as the Associate Dean of the College at Harvard University. His work in higher education has included overseeing student and academic service areas, financial management and planning, human resource management, policy development, and assessment and research.

Location

Bates is located on a beautiful, 109-acre, traditional New England campus in Lewiston, Maine, a lively, small city enjoying an exciting economic and cultural revitalization. With an engaged citizenry, lively arts scene, and historic downtown, this walkable city is 35 miles north of Portland, 140 miles north of Boston, and 340 miles north of New York City.

Together, Lewiston and Auburn, Maine form a microcosm of the world, a demographically diversifying urban center of about 65,000 people that offers opportunities for cultural enrichment and entertainment as well as meaningful community-engaged learning and leadership. With a rich industrial past, Lewiston/Auburn has seen great transition in the last 30 years and is enjoying a renaissance as it redefines its economic, social, and cultural landscape. Thousands of French Canadian immigrants came to work in textile mills powered by the Androscoggin River in the mid-19th century. More recently, Lewiston has welcomed new residents, including a vibrant Somali, Somali Bantu, and Sudanese population.

THE SUCCESSFUL CANDIDATE

The successful candidate will be a seasoned and strategic leader, inspired to scale up and strengthen Purposeful Work and career development programming, positioning Bates College as an innovative leader in helping students gain agency over their work while in college, lead purposeful lives, explore the world of work, and develop strong and fulfilling career paths.

Accordingly, in addition to creativity and systems thinking, the Senior Associate Dean will bring many of the following professional qualifications, skills, experience, and personal qualities to the position:

- Master of Arts or similar advanced degree and a minimum of eight years of professional experience in progressively responsible roles.
- A commitment to students' academic and personal development.
- Passionate commitment to the underlying philosophy of Purposeful Work and its potential for Bates students.

- Demonstrated success in supporting students from underrepresented groups, including students from historically underrepresented racial and ethnic groups, first-generation-to-college students, and low-income students.
- Proven ability to design, lead, execute, and assess organizational change and program innovation.
- Wisdom and superb judgment; the capacity to make and stand by difficult decisions, always mindful of the need for fairness, consistency, and the potential impact of each decision on individuals and the broader community.
- Demonstrated capacity to communicate broadly across campus, cultivate and sustain collegial relationships, and build unity as an active listener, facilitator, convener, and mediator.
- Ability to think and plan strategically in order to develop and implement short- and long-range plans that meet program needs.
- Demonstrated strong analytical skills to research and analyze data and information from a variety of sources to make sound recommendations and decisions.
- Strong interpersonal, oral, and written communication and listening skills.
- The ability to set priorities to achieve objectives and to manage multiple, diverse assignments/projects.
- Collaborative, problem-solving, planning, and organizational skills.
- A sense of humor and a dynamic, welcoming personality.
- Devotion to the highest ethical standards; personal and professional integrity above reproach.

TO APPLY

Bates College has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as directed below.

Please send CV with cover letter, or contact, preferably, by email, in strict confidence to:

Ponneh Varho, Vice President or Marc St. Hilaire, Associate
Isaacson, Miller
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Bates College is committed to enhancing the diversity of the campus community and curriculum. We encourage members of historically underrepresented groups to apply and are committed to hiring individuals who value a diverse and inclusive work environment. Bates is an Equal Opportunity/Affirmative Action employer.