

Presidential Prospectus

Mission

Wheaton College provides a transformative liberal arts education for intellectually curious students in a collaborative, academically vibrant residential community that values a diverse world.



Core values

Distinctive Community

- Collegial and collaborative
- Committed to gender equality
- Inclusive
- Embracing diversity in all its forms

High Standards

- Academic excellence
- Ethical integrity
- Intellectual freedom
- Global citizenship

Innovative Spirit

- Rooted in tradition, growing into the future
- Creating new knowledge/artistic work
- Encouraging adventure and joy of learning
- Welcoming challenge

Guiding principles

- Intellectual curiosity
- Global citizenship
- Experiential learning
- Social justice
- Diversity, equity and inclusion
- Collaborative community

Inside

Wheaton's history

About Wheaton

The Wheaton community

The Wheaton experience

The Wheaton Edge

Wheaton's growth and momentum

The Role

Priorities for Wheaton's Next Leader

Critical Competencies

Contact



Wheaton's history

Creating changemakers since 1834

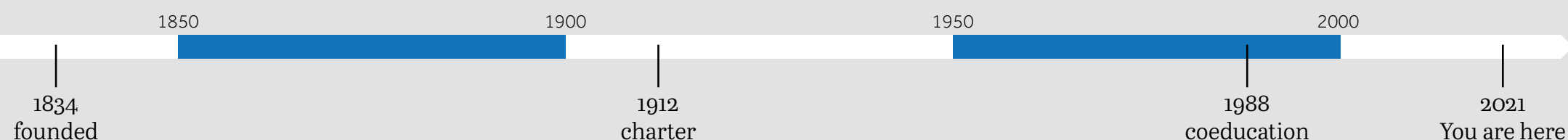
Wheaton College was first founded as a female seminary in 1834 by a U.S. congressman and local community leader to memorialize his beloved daughter. Judge Laban Wheaton opened Wheaton at the urging of his daughter-in-law, Eliza Baylies Chapin Wheaton, who would nurture the school until her death in 1905. From its very first classes, Wheaton focused on rigorous liberal arts study, placing the institution at the forefront of a moment to offer women an education equal to that provided to men. It was the act of a changemaker, the first of many changemaking acts that the institution would take in the years ahead.

Chartered as a four-year liberal arts college in 1912, Wheaton's early direction was championed by Eliza Wheaton to ensure a rigorous education with practical benefits and intellectual satisfaction. These institutional traits still hold true today. For example, in 1917, the college hosted the nation's first conference on professional development for women, an event organized by Catherine Filene Shouse, who was then an undergraduate. When the college established a center to promote experiential learning as central to the liberal arts in 1986, it named the organization the Filene Center for Work and Learning, in Shouse's honor. Internships, community impact and research continue to play a vital role in Wheaton's experiential nature today, led by multiple centers on campus, including the since renamed Filene Center for Academic Advising and Career Services.

The egalitarian impulse that established Wheaton as an educational institution for women has also shaped the college's

development. In the late 1970s and 1980s, the college's faculty developed the influential Gender Balanced Curriculum Project, bringing scholarship by and about women from the margins to the mainstream of undergraduate education. And when Wheaton chose coeducation in 1987, it also instituted the first of a series of initiatives that has internationalized the college's curriculum and its student body.

Throughout [Wheaton College's history](#), our reputation for academic excellence has been a direct result of pioneering leadership. Today, we share with past generations the rich academic tradition of the liberal arts and sciences. At the same time, we benefit from a host of curricular initiatives begun during the past few decades—new programs that help us explore ideas and concepts across academic disciplines, link academic study with learning outside the classroom, appreciate and celebrate [diversity in all its forms](#), and see ourselves as active members of a [global community](#). [W](#)



About Wheaton

One place with boundless opportunity

Wheaton is a private, four-year, residential college in Norton, Massachusetts that consistently ranks among the nation's best. Offering more than 100 career-connected majors and minors, Wheaton provides guaranteed access to internship funding along with a highly personalized education in the liberal arts and sciences. The college's innovative [Compass curriculum](#) encourages students to find a path that fits their interests and goals, with structured advising and mentorship to help guide that passion to career success.

Located halfway between Boston and Providence, Wheaton draws students and expert faculty from around the world. The location in southeastern Massachusetts is fortuitous, providing easy access to myriad business, cultural and educational resources that call the greater Boston and Providence areas home. At the intersection of Route 128 and Route 495, central arteries of the Massachusetts high-technology economy, Southeastern Massachusetts has become the fastest growing residential area in a very prosperous state.

Consistently ranked among the most beautiful in New England, the Wheaton campus mixes traditional Georgian-style brick buildings with sleek, modern designs, such as the Mars Center for Science and Technology and our newest residence, Pine Hall. Both buildings, in addition to our recently renovated Chase Dining Hall, have won awards for their environmentally-friendly designs. The Evelyn Danzig Haas Athletic Center encompasses 102,000 square feet of space, including a field house, gymnasium and indoor pool. In addition, a new state-of-the-art synthetic turf field opened in 2013.

The original design of the campus, which is organized around a central quadrangle affectionately known as the Dimple, was developed in anticipation of Wheaton's transition to a four-year college. The beautiful, 400-acre campus is welcoming and walkable and contains lots of innovative spaces for community members to experiment with—a sculpture studio, maker and fiber spaces, an idea lab, a student-run coffeehouse and much more. [W](#)



Recognition for Value and the Liberal Arts

#50

Best U.S. Liberal Arts College
by Times Higher Education and
Wall Street Journal

#53

Best Value Liberal Arts
College and #84 overall by
U.S. News and World Report

#84

Best Liberal Arts College
by Niche

#87

Best Value College
by Kiplinger



The Wheaton community

Where the community inspires and potential thrives

The college currently enrolls approximately 1,700 students, representing 40 states and more than 50 countries. Approximately 6% of Wheaton's students are international and 27% are self-identified students of color, including Asian, Black and Latinx students. First-generation students account for about 22% of enrolled students. Nearly one third of Wheaton students participate in the college's [21 NCAA Division III athletic teams](#). In addition to more than a dozen club sports and seasonal intramurals, Wheaton Athletics also houses one of the world's oldest-running synchronized swimming programs.

Wheaton students take an active role in shaping the life of the campus through their engagement in the community. The college's approach to education acknowledges that learning in a residential liberal arts college extends beyond the classroom, thus students are empowered—and expected—to teach as well as learn from each other, in residence halls, on the playing fields, and at meetings of clubs and organizations. This expectation has long been a critical aspect of Wheaton's culture, and it is reflected in the college's Honor Code, which was established in 1921 to guide academic and social life on campus. In keeping with the college's personal character, Wheaton's admission process is holistic, considering the whole student. The college adopted an optional standardized test policy in 1990, among the first national liberal arts colleges to take this approach.

Wheaton faculty are celebrated artists, renowned researchers, and gifted instructors who take their experiences into the classroom and ask students to apply their own experiences to the world. Wheaton's student-faculty ratio is

approximately 11 to 1 and the average class size is 15 to 20 students. Faculty members take an engaged and active interest in the Wheaton community, serving as formal advisors and informal mentors for students and as professional partners to staff, building relationships that last a lifetime. Faculty collaborate with their students on research projects and work with one another to build truly interdisciplinary courses and programs, with the aid, resources and support provided by the [Center for Collaborative Teaching and Learning](#) and the [Madeleine Clark Wallace Library](#), among others.

Staff members play a vital role in delivering the college's educational programs, contributing directly to student learning in their capacity as academic advisors, global study counselors, co-curricular programming directors, formal and informal mentors and so much more. Staff members across the college also help sustain the vibrant living-learning environment by providing internship supervision for the 50% of students who have on-campus jobs. [W](#)

11:1

student-faculty
ratio

21

NCAA Division III
teams

27%

students of color

6%

international

22%

first-generation
students

The Wheaton experience

An active living and learning environment

Wheaton's Compass curriculum builds on Wheaton's core principles and provides students the freedom and flexibility to create their own path to success, with personalized advising and professional mentorship. Encouraging students to connect academics to career interests, Wheaton currently offers more than 600 courses leading to a bachelor of arts degree in [more than 100 majors and minors](#), with these offerings continuing to grow. Recent additions include the popular business and management and film and new media studies programs, a digital humanities minor and new public health majors focused on the intersection of global health and social justice. Wheaton's academic experience includes interdisciplinary courses that look at big issues from many perspectives and a curriculum that supports students with structured mentorship, professional experiential opportunities and multiple honors programs. Wheaton prepares students to create innovative solutions to big challenges and to act on them.

The college's living-learning environment, where 96% of students live on campus, consists of more than 100 student organizations, which combined with academics, prepare graduates to live purposeful lives, to be engaged in their communities and to act effectively to promote change. Led by the Center for Global Education, 55% of Wheaton students study abroad through more than 100 programs in more than 50 countries, including several unique faculty-led programs and a one-of-a-kind, semester-long program in Bhutan.

Being a part of Wheaton means more than being tolerant of difference. It means appreciating, embracing and celebrating those differences. With that in mind, diversity, equity and inclusive excellence at Wheaton is always a work in progress; that is, a process that requires constant monitoring, honing and refining. This past year, the college developed [a 10-step action plan for racial justice](#), which is a direct extension of the college's [Diversity and Inclusion Strategic Plan](#) guiding the work going on across campus as the Wheaton

community strives to achieve equity in today's world. Most recently, Wheaton established the new [Office for Institutional Equity and Belonging](#) that will be a linchpin for increasing accountability, transparency, and partnerships.

The college's Marshall Center for Intercultural Learning works to affirm unique identities, builds a community that draws from them and cultivates leaders who value human diversity. Additionally, the Center for Social Justice and Community Impact and the Center for Religious and Spiritual Life jointly encourage and support passionate and informed political activism, creative approaches to social justice work, acceptance of spiritual and cultural differences, and respectful bi-partisan dialogue on issues of importance to our community, country and world. A myriad of Wheaton's student organizations focus on sharing racial, ethnic, religious and other cultural traditions with the greater community as well. [W](#)



100+
Majors and
Minors

96%
of students
live on
campus

100+
student
clubs and
organizations

100+
study abroad
programs in
50+ countries

55%
of student body
participated in overseas
study program over the
last 10 years



The Wheaton Edge

Focused on experiential outcomes and impact

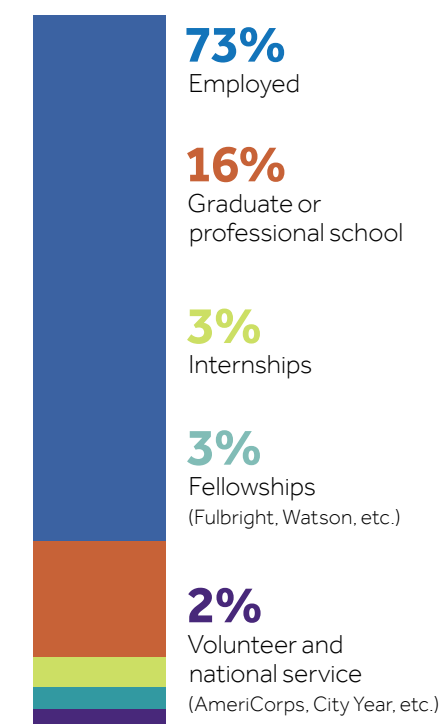
Wheaton's academic program is coupled with [The Wheaton Edge](#), a four-year immersive personal and professional development experience designed to lead to graduates' success. The program builds upon the college's rich tradition of blending liberal arts and sciences with co-curricular leadership by guaranteeing that all students will have a funded internship, research position or other experiential learning opportunity. The college invests more than \$1.2 million per year to support these internships, much of which is funded by donors.

A great many alumni also serve as mentors, career advisors and internship sponsors for current students. Connecting the deep alumni network of more than 19,000 with the dynamic students and committed faculty has led to successful outcomes. Just six months after graduation, 97% of Wheaton alumni are employed, enrolled in top graduate schools or engaged in meaningful internships, fellowships and volunteer work, as reported by the past seven graduating classes. Since 2000, Wheaton students have won more than 250 prestigious awards, including Fulbrights, Watsons and Rhodes. [W](#)

97% success

Six months after graduation, Wheaton alumni are finding many ways to spell success.

Data based on a knowledge rate of 65% for the classes of 2014–2020



\$1.2
million in
internship funding

19,000+
alumni

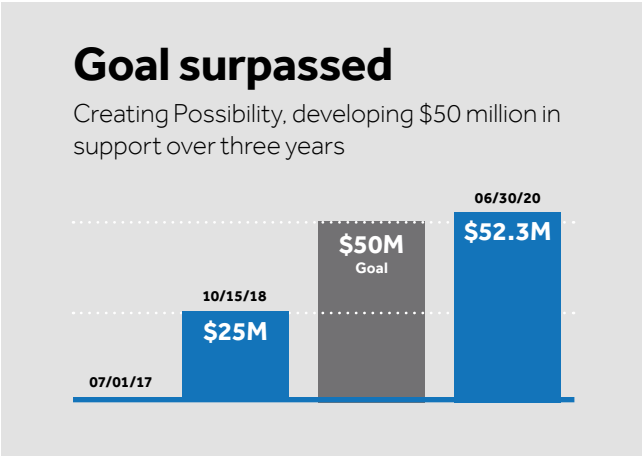
250+
prestigious
awards

Wheaton's growth and momentum

Creating possibility

Wheaton College remains operationally and academically strong, despite the challenges facing higher education and small colleges in particular—prior to, during and most likely after the COVID-19 pandemic. The college's high quality educational programs, careful management, and strategic investments have enabled the institution to strengthen and improve its position in a highly competitive higher education environment.

Wheaton budgets to be cash flow positive and manages a strong balance sheet. The college also has been successful in holding down its \$80 million operating budget, despite the impacts of COVID-19. This has been accomplished through cost efficiencies and an ongoing program of cost containment, including a thorough review of each open position. The college is also one of the founding members of the Boston Consortium, a group of local institutions that have pooled resources to maximize their purchasing power. The college has just completed a \$37 million debt issuance for which a portion of the proceeds will help to fund extensive renovations to create an academic discovery center, which will be home to the innovation spaces, the advising and career services offices, and the college's two largest majors. This new space is slated to open in January 2022.



The college's careful management and strong financial foundation is enabled by the generous philanthropic support that the institution enjoys from alumni, parents and friends. As of December 31, 2020, the college's endowment was valued at over \$245 million and provides more than 8% of the operating budget support. Donors surpassed our goal and contributed 105% of a three-year [Creating Possibility fundraising objective](#) of \$50 million in the fiscal years 2018–2020. The college's annual fund achieved the highest level of giving in FY19 and the second highest level of giving in the college's history in FY20. Philanthropic support is broad with more than 4,000 donors (alumni, parents and friends) contributing in the past several years. Parent's fundraising has grown exponentially in five years from \$50,000 a year to more than \$460,000 a year, hitting an all-time high in FY20. Last but certainly not least, athletic fundraising set a new record of giving in FY20, with almost \$120,000 from 600 donors.

Despite the impact of the pandemic, our most recent incoming class for fall 2020 had a lower tuition discount rate than the previous year's class and we brought in a larger class than the previous fall. Additionally, applications increased 3% for fall 2020 and another 5% for fall 2021. Our fall 2020 incoming class was also 1% larger than the previous, pre-pandemic cohort. Since 2015, admission inquiries to Wheaton from college-bound high school students have increased 108% and total enrollment has grown by 4%, even taking into account that we graduated the largest senior class in the college's history in 2020. [W](#)



By the numbers

Place

\$15.5 million

- » Campus renewal
- » New academic center
- » Pine Hall

Wheaton Fund

\$16.8 million

- » Academic enterprise
- » New technology, library services
- » The arts, STEM learning, athletics, environmental sustainability and more

Programs

\$9 million

- » Center for Collaborative Teaching and Learning
- » Social entrepreneurship
- » Experiential learning

People

\$11 million

- » Scholarships
- » Faculty support
- » Academic/career advising

7,500: Total donors during past three years

50 percent growth: New members of the Founders Society

\$11.4 million: New planned gifts

\$81M

operating expenses FY20

\$245M

endowment value (as of 12/31/2020)

\$5M

annual giving FY20



The Role

The next President of Wheaton College will have the opportunity to leave a lasting mark on a proud and innovative liberal arts community. As the chief executive officer, reporting to the Board of Trustees, the President will lead the efforts to develop, define, and implement a market-informed and results-focused strategic direction for the college that is designed to advance academic excellence, value experiential learning, and support a student-centered campus culture. The President will need to embrace Wheaton's equity-driven goals, forge new levels of transparency and partnership for change through shared governance, and engage vigorously within and beyond the Wheaton community to elevate the financial and reputational position of the college.

Wheaton has a talented, dedicated and collaborative senior leadership team, the President's Council, which comprises the following senior college officers, who report directly to the President:

- Provost
- Vice President for Student Affairs and Dean of Students
- Vice President for Finance and Administration
- Vice President for Enrollment and Dean of Admission and Student Aid
- Vice President for College Advancement
- Vice President for Marketing and Communications
- Associate Vice President for Institutional Equity and Belonging
- Assistant to the President and Secretary to the Board of Trustees

In addition to the President's Council, two key positions also report directly to the President:

- Assistant Vice President for Legal Affairs
- Director of Athletics and Recreation

The President is a member of several faculty committees in keeping with Wheaton's strong tradition of shared governance. [W](#)



Priorities for Wheaton's Next Leader

Wheaton has a remarkable tradition of empowering students to be critical thinkers and changemakers through a highly personalized liberal arts curriculum that emphasizes active learning in the classroom, on the campus, and in the real world. The college community broadly recognizes the importance of building on that strength and pursuing organizational change that is true to Wheaton's character and mission. In developing, leading, and aligning stakeholders around a forward-thinking vision, the President will be expected to prioritize the following:

Provide strategic leadership

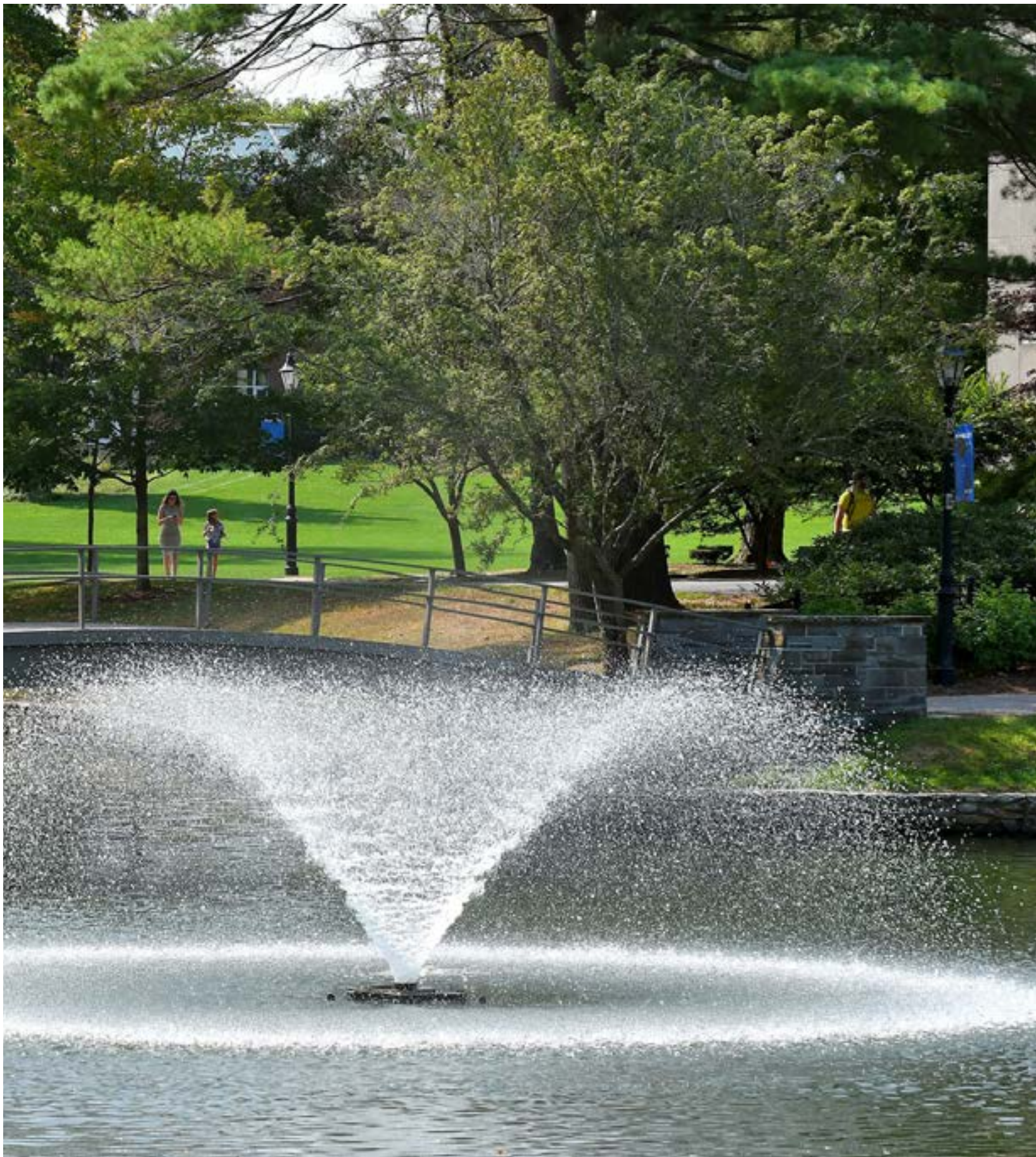
- In partnership with the Board of Trustees, lead the development and execution of a transformative plan to chart a sustainable future for the college, recognizing its culture and strengths;
- Consistent with Wheaton's community ethos, inspire and unify constituents to work collaboratively toward common goals, priorities and clearly articulated milestones;
- Support continued academic excellence among students and faculty, and support the faculty's response to changing needs;
- Enhance Wheaton's long-term financial stability by defining its position in the marketplace, diversifying revenue streams, investing judiciously in innovation, and controlling costs; and
- Strengthen enrollment and retention strategies during a time of demographic shifts and increased competition.

Strengthen organizational effectiveness

- Foster a climate of equity and belonging on a campus committed to institutionalizing these ideals in its culture, norms and policies;
- Cultivate a positive working environment to support the attraction, development, and retention of talented and diverse faculty and staff;
- Ensure departments are working collaboratively to deliver a first-rate student experience that centers student success, personal development, and holistic wellness, given the increasing needs related to mental health on college campuses;
- Delegate as appropriate to empower and grow leadership talent;
- Improve operational efficiency and effectiveness through partnerships, shared services, and technological innovation; and
- Prioritize facilities improvements to align with the college's ambitions.

Raise visibility and resources

- Enhance Wheaton's distinctive advantages in an increasingly competitive market for talented students, raising the college's visibility and promoting it to a wider audience;
- Improve organizational readiness and effectiveness by enhancing campus-wide data integration and utility;
- Engage alumni more robustly in the life of the college through open communication and opportunities for involvement;
- Lead ambitious fundraising efforts to support Wheaton's mission;
- Strengthen recognition of Wheaton's distinguishing strengths and achievements via national and international thought leadership; and
- Build collaborative, mutually beneficial and fortifying relationships in Norton, Providence, Boston, and beyond. [W](#)



Critical Competencies

The ideal candidate would embody the values of the Wheaton community, including commitment to high standards, liberal arts principles, interconnectedness and social impact. Candidates would be expected to hold excellent academic credentials, including either a terminal degree and faculty experience or other evidence of a deep understanding of and appreciation for the professional work of higher education. Strong candidates for the Wheaton presidency would also demonstrate the following:

- Visionary, creative, and strategic leadership of complex organizations;
- High emotional intelligence, including humility and the ability to actively listen to diverse constituencies;
- Clear and unimpeachable ethics;
- Stellar communication skills, especially with regard to public speaking, storytelling, and writing;
- Eloquence in articulating the value of a liberal arts education, the positive impact of higher education in general and the distinctiveness of a Wheaton education in particular;
- Consultative and confident decision-making skills and an ability to make tough choices;
- Bias toward intentional action, especially with respect to innovative initiatives;
- Managerial acumen, including the ability to identify, motivate and oversee the work of highly capable leaders;
- Financial judgment, including experience and competence in budgeting and planning;
- Fundraising track record or the personality traits and stamina to suggest strong potential as a fundraiser;
- Willingness to be a presence on campus and develop rapport with existing and prospective members of the Wheaton community; and
- Commitment to ensuring that diversity, equity, inclusion, and anti-racism are woven into the operating norms of the Wheaton community. [W](#)



Contact

Please send all nominations, inquiries and expressions of interest in confidence to:

Russell Reynolds Associates

wheaton@russellreynolds.com

Wheaton College is committed to providing equal opportunities to all employees and applicants as defined under federal and state law. Wheaton does not discriminate on the basis of race, color, mental or physical disability, national origin or ancestry, citizenship, age, religion, gender or sex, sexual orientation, gender identity or expression, genetic information, marital or familial status, veteran or military status, membership in the Uniformed Services, or any other characteristic protected by law. [W](#)