Allentown, Pennsylvania

Vice President of Student Affairs and Dean of Students
Position Profile

Muhlenberg College, located in Allentown, Pennsylvania, seeks an inclusive and creative leader to serve as the Vice President of Student Affairs and Dean of Students (“VPSA”). The new VPSA will join Muhlenberg at a time of tremendous momentum and opportunity, strengthening the integration of student intellectual, social, and residential life activities with the academic programs and mission of the College.

Founded in 1848, Muhlenberg is a selective residential, undergraduate, coeducational, private liberal arts college. The institution enrolls approximately 2,200 full-time students in its traditional undergraduate program and nearly 200 additional adult learners in the Wescoe School of Continuing Education. With an endowment of approximately $237 million and annual budget of approximately $130 million, the College is known for its academic rigor, faculty who are committed to their students, and a close sense of community.

As the head of the College’s student life division, the Vice President of Student Affairs reports directly to the President and serves as a key member of the President’s administrative cabinet. The VPSA oversees the following departments: Athletics & Recreation, Campus Safety and Security, Community Engagement, Judicial Affairs, Multicultural Life, Residential Services, Student Activities, Student Counseling Center, Student Health Center, Student Leadership and Greek Affairs, Student Union/Campus Events, and Title IX Coordinator. The VPSA has a budget of $1.5 million, and oversight of more than 140 staff.

This is an opportune moment for Muhlenberg. Over the past decade, the College has been on an upward trajectory—strengthening the academic quality of its student body, increasing its number of applicants, finishing its most successful capital campaign, enhancing both student and faculty diversity, and completing many capital construction projects. The new Vice President of Student Affairs will work with the President, senior colleagues, the faculty, students, and the entire College community to further the impact and reputation of the institution. This is a tremendous opportunity for an accomplished professional with a deep understanding of, and commitment to, the values of an inclusive, residential liberal arts education.

Muhlenberg seeks a strategic thinker who will partner with the new President and the Muhlenberg community in charting a path for the next generation at Muhlenberg. The position demands creative leadership, a results orientation, and a thorough understanding of
contemporary issues in student affairs. S/he will be an inspiring leader and an effective advocate and ally for Muhlenberg students, leading the College’s efforts to provide an integrated and exceptional student experience. The Vice President of Student Affairs will provide visionary leadership to the College; restructure, motivate, and develop a strong staff; forge tighter collaborations with colleagues who are stakeholders in creating the best learning environment for students; serve as an ambassador and advocate for students beyond the College community; proactively and effectively manage student issues; and foster an inclusive environment that embraces diversity.

The successful candidate will be an accessible student-centered leader, a collaborative manager, and have a proven track record for creating a climate of openness and mutual respect; a strong commitment to community building; an ability to forge cross-campus partnerships; deep organizational, planning, and public speaking skills; and an understanding of the interdependence of both academic and non-academic aspects of student education. A doctorate or master’s degree (minimum) with a record of substantial and increasingly responsible experience in student life is required.

Muhlenberg College has retained the executive search firm Isaacson, Miller to assist in this recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

MUHLENBERG COLLEGE'S MISSION STATEMENT

Muhlenberg College aims to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to understanding the diversity of the human experience, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values, and prepared for lives of leadership and service. The College is committed to providing an intellectually rigorous undergraduate education within the context of an inclusive and diverse campus; we strongly believe that diversity is essential to learning and to our success as a pluralistic community. Our curriculum integrates the traditional liberal arts with selected pre-professional studies. Our faculty are passionate about teaching, value close relationships with students, and are committed to the pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom. Honoring its historical heritage from the Lutheran Church and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg encourages, welcomes, and celebrates a variety of faith traditions and spiritual perspectives.

BACKGROUND AND CONTEXT

The name “Muhlenberg” was adopted in honor of the “patriarch” of the Lutheran Church in America, Henry Melchior Muhlenberg and his family. The sons of Henry Melchior Muhlenberg made important contributions to the early life of the United States. General John Peter Gabriel Muhlenberg wintered at Valley Forge with George Washington; Frederick Augustus Muhlenberg
was the first speaker of the United States House of Representatives; and Henry Ernst Muhlenberg was one of the most eminent early American scientists and the first President of Franklin College, now Franklin & Marshall College. The College values its long affiliation with the Lutheran Church, as well as the religious diversity of its student body. Approximately 29 percent of Muhlenberg’s students are Jewish, 29 percent Catholic, and 17 percent Protestant; they are served by an interfaith Religious Life Team.

Muhlenberg benefits from its links with a network of colleges and universities in the Lehigh Valley and beyond. Five other private colleges and universities are located within 30 miles of the campus: Cedar Crest College, DeSales University, Lafayette College, Lehigh University, and Moravian College. Muhlenberg and these institutions form a nationally recognized cooperative organization, the Lehigh Valley Association of Independent Colleges (LVAIC). Through faculty exchanges, cross-registration, joint summer sessions locally and overseas, cooperative cultural programs, joint purchasing programs, and other kinds of inter-institutional cooperation, LVAIC expands opportunities for Muhlenberg students and increases the efficiency of all its partner institutions. Muhlenberg also has formal relationships with Columbia University, Drexel University, Duke University, Thomas Jefferson University, the University of Pennsylvania, and the State University of New York related to several undergraduate and advanced degree pathways in the health and natural sciences.

Muhlenberg College serves an alumni constituency of more than 26,000 with eight active regional clubs in areas where the majority of alumni reside: the Lehigh Valley, New York City, Philadelphia, the New England region, Los Angeles, Washington, D.C., Northern New Jersey and Baltimore. Approximately 22 percent of all alumni annually support the College.

The Lehigh Valley

The Lehigh Valley, nestled in the foothills of the Pocono Mountains near Pennsylvania’s eastern border, is ideally positioned for residents to take advantage of the region’s many cultural, artistic, recreational, and business opportunities. Muhlenberg is situated 55 miles north of Philadelphia and 90 miles west of New York City and connected by bus to both cities. While Allentown has a relatively low cost of living, the metropolitan area (Allentown, Bethlehem, and Easton) has a population of over 500,000 that supports a range of cultural institutions, restaurants, and entertainment venues. The city’s population reflects considerable cultural diversity, including significant Hispanic, African-American, and Arab-American communities.

The Muhlenberg campus is set on 81 verdant acres in West Allentown, an attractive residential neighborhood. An architectural blend of Collegiate Gothic and contemporary buildings is positioned around ample green quadrangles (http://www.muhlenberg.edu/tour/). Many faculty and staff purchase homes in the immediate neighborhood and send their children to nearby public schools. To the south, the campus is bordered by Cedar Creek and Cedar Beach Park, with its beloved public gardens, picnic areas, and outdoor sculpture. To the east, members of the Muhlenberg community enjoy the revitalized 19th Street area with its classic cinema, restaurants, and boutiques, all within a ten-minute walk from the campus. Off-campus, the College also owns and maintains the 38-acre Raker Wildlife Preserve and the 64-acre Graver Arboretum.
Students

Muhlenberg’s admissions profile is highly competitive. Since 1998, the College’s applications have grown from 3,037 to 5,152 (in 2013) for the 590 places in the first-year class. Academic quality as measured by standardized test scores has also risen. The College selects students who give evidence of ability and scholastic achievement, seriousness of purpose, quality of character, and the capacity to make constructive contributions to the College community. Since 1998, over 125 students have earned prestigious awards and finalist status through the Prestigious Awards Initiative. Within a year of graduation over 94 percent of Muhlenberg graduates are either enrolled in graduate or professional school or employed full time. Acceptance rates by medical and law schools typically range between 80 and 90 percent each year.

While the majority of Muhlenberg students come from New Jersey, Pennsylvania, and New York, current students come from 29 states, the District of Columbia, Puerto Rico, and 18 foreign countries. Increasing ethnic and international diversity is a priority for the College. In the most recent year, 23 percent of the first-year class self-identified as students of color or international students—up from 15 percent the year before. The College is a partner with the College Greenlight Program, which connects Muhlenberg with over 400 community-based organizations across the country, as well as the Say Yes to Education Foundation, which works with socioeconomically disadvantaged students in Syracuse, New York City, and Philadelphia. In addition, the College joined the International Education Consortium (IEC) to recruit students from China; the Afghan Girl’s Fund works to bring Afghan students to campus; and the College has joined with the Open A Door Foundation to bring Rwandan students to campus. Several student organizations and a Multicultural Center support many kinds of diversity, including ethnic, religious, sexual orientation, and gender identity.

Approximately 90 percent of Muhlenberg’s student body lives in College-owned housing, including residence halls, group interest housing, College-owned Greek Houses, the Village apartment complex, and the Muhlenberg Independent Living Experience (MILE) program. Students are fully engaged in community life: nearly 75 percent of students will engage in some form of community service by the time they graduate.

Muhlenberg has a vibrant Division III intercollegiate athletic program in addition to well-developed intramural and recreational offerings. Muhlenberg’s 22 varsity teams (11 men’s and 11 women’s) compete in the Centennial Conference, which includes Bryn Mawr, Dickinson, Franklin & Marshall, Gettysburg, Johns Hopkins, Haverford and, Swarthmore, among others.

The College works hard to prepare students for life after Muhlenberg. The Career Center targets first-year students for many of its programs since exploration and planning are recommended over a four-year timeline. The Center assists students with topics such as choosing majors, determining career goals, or finding a summer internship. Among the programs offered are those that expose students to alumni and the world beyond college. Students may participate in the Muhlenberg Shadow Program which links students with alumni or other professionals for an on-site visit over the winter break. The Career Center also holds workshops on topics such as career decision-making, choosing a major, resume writing, developing job search strategies, finding summer internships, networking, Linked-In, and college-to-career transition.
Faculty and Academic Programs

The College’s most important resource in the fulfillment of its purposes is its faculty, drawn from the major universities of the United States and several other nations. Three-quarters of the full-time teaching faculty at Muhlenberg hold PhDs and 85 percent hold terminal degrees in their fields; research and scholarship are undertaken with special regard to their salutary influence on teaching.

The faculty has developed a curriculum that derives from the rich opportunities inherent in the liberal arts tradition. Muhlenberg offers programs in the humanities, the natural and social sciences, and in related professional areas such as business, education, pre-law, pre-medicine, and the performing arts. The curriculum intentionally supports cross-disciplinary study and knowledge development. Students’ individual needs are met through a breadth of course offerings enriched by opportunities for independent study and research and self-designed majors. The excellence and integrity of the Muhlenberg program have been recognized by Phi Beta Kappa and by some 13 additional national honorary societies that have established chapters at the College.

Muhlenberg also offers non-residential education through the Wescoe School and its traditional evening college and continuing education programs, a popular accelerated degree program and a variety of lifelong learning opportunities. Many Wescoe School degrees are offered entirely through evening and weekend study. Wescoe School tuition is competitive with other local institutions, and the Wescoe School was recently named the nation’s best liberal arts college for veterans by US News and World Report.

Muhlenberg College is accredited by the Middle States Association of Colleges and Secondary Schools, the Department of Education of the Commonwealth of Pennsylvania, and the New York State Board of Regents.

Budget and Finances

Muhlenberg College’s endowment is approximately $237 million. The annual budget is $130 million for 2016. The College has balanced its budget consistently for the last 60 years, a reflection of careful planning and monitoring. Over the past decade, the College has controlled its discount rate at eight to ten percentage points below the national average for private liberal arts colleges (39.8 percent for entering first-year students in fall of 2015), while offering a combination of need-based and merit-based financial aid to approximately eighty-five percent of the student body.

A centralized advancement function includes oversight and management of all fundraising and campaign activities on behalf of the College, as well as alumni affairs and career services. In FY15, $3.5 million was raised in unrestricted and $7.49 million in restricted cash gifts; unrestricted current operational support has increased 28 percent in the past ten years. The Muhlenberg Fund, the College’s annual fund, receives approximately $2 million in unrestricted gifts annually. Continued growth of The Muhlenberg Fund, as well as increased alumni
participation, are priorities for the coming years. The College is particularly proud that current parents consistently support the institution philanthropically (43 percent in FY15). Additionally, 68 percent of faculty and staff made gifts to Muhlenberg in FY15.

On June 30, 2010 the College successfully completed its most ambitious capital campaign in its history, The Talents Entrusted to Our Care. Over $110 million was raised over the course of an eleven-year campaign, exceeding the $105 million goal. The campaign secured approximately $35 million for capital improvements, $35 million for endowment and $35 million for current operations. During the Campaign, the College received the largest individual gift in its history, a bequest from Richard “Doc” Williams ’39 of $7.2 million.

As part of an effort to increase financial aid and educational enrichment opportunities (such as study abroad and student research) for undergraduates, Muhlenberg College launched a matching campaign called Muhlenberg Match in September 2013. The College designated $11 million to match 1:1 endowed scholarship and educational enrichment gifts. As of February 2016, over $7.5 million has been committed to these initiatives, utilizing $6.1 million in matching funds.

Leadership and Governance

John Williams became the twelfth president of Muhlenberg College on July 1, 2015. He came to that position with extensive experience in small, liberal arts college direction and oversight, competitive strategy, corporate leadership, and entrepreneurship. He received his Bachelor’s degree from Amherst College, and earned a JD and MBA concurrently from Harvard University.

The President’s administrative cabinet includes eight senior staff including the Vice President for Academic Affairs and Provost; the Vice President for Advancement; the Chief Business Officer & Treasurer; the Chaplain; the Vice President for Enrollment Management; the Chief Information Officer; the Vice President for Public Relations; and the Vice President for Student Affairs. Muhlenberg College has a 34-member Board of Trustees which works with the President and senior administrators on strategic direction, vision, and financial planning for the College. The College also has a 41-member Board of Observers, which performs assessment and review of planning at the departmental level, communicates Muhlenberg’s strengths to the broader academic world, and provides a broader base of volunteer leadership and philanthropic support.

THE DIVISION OF STUDENT AFFAIRS

The student affairs staff provides students with the opportunity to face the challenge of growth and development. This is done through Athletics & Recreation, the Office of Community Engagement, Judicial Affairs, the Office of Multicultural Life, the Office of Student Activities, Student Leadership Programs, Residential Services, Seegers Union/Campus Activities, Campus Safety, and the Health and Counseling Centers and other departments across campus.

The primary mission of the Department of Athletics is to serve as a full partner in the educational mission of the institution by attempting to meet the needs and reasonable expectations of
students through a coordinated program of intercollegiate, recreational and instructional activities that inspire the values that serve as the foundation for a productive and successful life.

The College’s commitment to athletics as an integral part of its larger mission is affirmed in the institutional mission statement, as well as its Strategic Goals and Initiatives. As we strive for excellence to fulfill that mission, the NCAA Division III philosophy and the mission statement of the Centennial Conference serve as guides in the development of athletic policies and procedures.

The Office of Community Engagement at Muhlenberg College connects Muhlenberg and Allentown communities in meaningful reciprocal relationships. The Office strives to increase students’ awareness of their importance as integrated, empowered members of a diverse global society and enhance their involvement in important social justice issues. The College has partnerships that have helped to bring more socio-economic and international diversity to the student body. Muhlenberg students log up to 50,000 hours of outreach each year, and nearly 75 percent of students will engage in some form of community service by the time they graduate. The College’s strategic plan emphasizes the development of service learning courses in the Muhlenberg curriculum, an effort with which the Office of Community Service is deeply involved.

Several student organizations and a Multicultural Center support multicultural life on campus. What’s more, the College is intentionally supportive of many kinds of diversity, including ethnic, religious, sexual orientation, and gender identity. The College has joined organizations to increase the ethnic, racial and socio-economic diversity of the student body. The campus community also celebrates and is invigorated by the religious diversity on campus. As a church-related college of Lutheran heritage, Muhlenberg has a full-time Chaplain as pastor to the community and coordinator of the team of campus ministry staff persons representing various faith traditions.

The Office of Student Activities plans, supports, and promotes diverse cultural, educational, social, and recreational programs which enhance the quality of campus life and community spirit. The College has over 110 student clubs and organizations recognized by Student Government and even more groups that operate on an informal basis. The student activities program at Muhlenberg is student initiated and supports a broad array of experiences (concerts, dances, speakers, comedians, musicians, etc.). The Muhlenberg Activities Council (MAC) is the student organization which works closely with the Office of Student Activities and recommends activities in areas affecting Muhlenberg student life. In addition to working with MAC, this office assists recognized student clubs and organizations in providing special interest programming for Muhlenberg students and provides guidance to groups of students wishing to create new clubs and organizations.

Fraternity and sorority life at Muhlenberg College consists of eight nationally or internationally affiliated Greek-letter social organizations. Each chapter traditionally holds membership recruitment and education programs in the fall of each year. Sophomore students interested in becoming members must meet or exceed certain standards, both behaviorally and academically. Approximately 20 percent of students are members of Greek organizations.
The Office of Residential Services manages six traditional residence halls, group interest housing, College-owned Greek houses, the Muhlenberg Independent Living Experience (M.I.L.E.) program, the Village Apartment Complex, and three suite-styled residence halls, which offer a wide variety of housing options. Approximately 90 percent of Muhlenberg students live in College-owned housing. Muhlenberg’s undergraduate housing staff includes nine Head Residents, upperclass students with responsibility for the general administration and maintenance of a residence hall, and over 60 Resident Advisors and Resident Liaisons who take responsibility for each of the floors in the halls, complementing and supplementing the formal education process.

The Seegers Union serves as the primary hub of student activities. It was originally dedicated in 1963, and was designed to accommodate 1,200 students. With an expansion and renovation completed in fall of 2010, Seegers Union continues to enhance the sense of community on campus by giving the College community a beautiful space to work and live in every day. A state of the art facility, Seegers Union serves as a welcoming gathering place for students, faculty, staff, parents, alumni and friends of Muhlenberg College. Seegers Union is home to a wide variety of departments and student organizations, as well as a thriving venue for programs and activities, and offers a number of valuable services to the community.

Muhlenberg is known for notably high quality food services. Muhlenberg Dining Services has made a commitment to sustainable practices that include buying local whenever possible, using eco-friendly cleaning products and packaging, and serving fair-trade coffee at every location. Students on a meal plan have access to several different venues on campus, including: The Wood Dining Commons, The General’s Quarters or “the GQ”, Java Joe, and LSC Café.

Muhlenberg’s student affairs division also plays a critical role in ensuring the health and safety of the students through Campus Safety, the Student Health Center, and the Student Counseling Center. The strength in counseling and academic support has helped Muhlenberg gain a reputation for being a hospitable and supportive institution for students with learning differences. The College has also been proactive with Title IX issues, and appointed a Title IX Coordinator who reports to the VPSA in 2012.

**MUHLENBERG TODAY**

Over the past twelve years, Muhlenberg’s trustees have approved two sequential strategic plans. The first of these included a focus on facilities, faculty, programs, and co-curricular experiences. From this emerged a new science building and renovation of existing science facilities; an expansion of the student union; six new residence halls; a new Multicultural Center; an expansion of the campus Hillel facility; additional academic space; eight new faculty positions; new academic programs in Film Studies, Africana Studies, and Public Health; expanded study-abroad opportunities; and expanded opportunities for student research, internships, and service learning.
Launched in the fall of 2010, the second strategic plan focused on sustainability initiatives, technology enhancements, faculty development, diversity, and a developmental approach to students’ curricular, extra-curricular, and co-curricular experiences. The College will embark in its next strategic planning process during the fall of 2016 and the VPSA will be a member of that planning process.

Muhlenberg is consciously adopting a network paradigm (in which the College seeks to catalyze the network of students, faculty, staff, parents, alumni, and friends) in order to leverage those relationships to increase educational opportunities inside and outside of the classroom. As part of this evolution, the College is piloting a new mentoring program in which freshman students will learn about the value of developmental networks and will recruit mentors from trained alumni and parent volunteers who share their interests.

With these developments, Muhlenberg is poised for even greater impact. The new Vice President for Student Affairs will join the institution at a critical and exciting juncture in its history. The staff and faculty are strong, the Board of Trustees and Board of Observers are engaged, alumni and friends are supportive, and there is a strong sense of collegiality on campus. The entire campus is invested in the College’s future.

THE ROLE

The Vice President for Student Affairs is responsible for leading the College’s student life division, including student services and programming, with the ultimate objective of sustaining a campus community where students are healthy, safe, and actively engaged in their education both within the classroom and beyond. The VPSA reports directly to the President of the College. As a member of the President’s cabinet s/he works closely with eight senior officers including the Provost, Vice President of Enrollment Management, Vice President for External Affairs and Community Relations, Vice President of Advancement, Chief Information Officer, Director of Institutional Assessment and Planning, College Chaplain, and Chief Business Officer and Treasurer.

The Vice President of Student Affairs oversees the following departments: Athletics, Campus Safety and Security, Community Engagement, Judicial Affairs, Multicultural Life, Residential Services (including student housing), Student Activities, Student Counseling Center, Student Health Center, Student Leadership and Greek Affairs, Student Union/Campus Events, and Title IX Coordinator. S/he will also collaborate with the Vice President of Enrollment Management to coordinate enrollment management for the College.

CHALLENGES AND OPPORTUNITIES

The new Vice President of Student Affairs will advise and collaborate with colleagues across the College on all matters that shape the Muhlenberg student experience and the campus culture. The VPSA will be a thought partner and leadership voice within the President’s senior staff and with alumni and the Trustees; an advocate, role model, and mentor for students; and the leader of a
large division within the College, delivering a complex array of services and programs. The VPSA will be committed to the professional development of members of her/his division. S/he will ensure integration of curricular and co-curricular experiences for all students by working closely with other leaders on campus to implement programs. The VPSA will sustain a high level of direct and visible involvement with students, earning their trust and respect, and providing a model of engagement with students for other administrators and faculty. Specifically, the Vice President for Student Affairs will need to address the following major challenges during the first years of his or her tenure:

*Provide visionary leadership and help to reimagine student life at Muhlenberg.*

The Vice President of Student Affairs requires a visible leader with strategic vision, a thorough understanding of best practices in student affairs, and the creativity to continue to foster innovation in the student experience to maximize student development. S/he must also have the creativity to meet the particular challenges facing residential liberal arts colleges in the 21st century. S/he must have a positive, proactive focus, leading the division as it endeavors to refine and enrich the college experience. The VPSA will assess current programs and services with a fresh perspective and bring vision to launch innovative programs that will strengthen campus life, ever mindful of the need for efficiency and collaboration. Working with the student affairs staff, student groups, and other members of the College community, the VPSA will develop extracurricular and co-curricular programming that complements and supports the academic life of the institution and nurtures student personal growth and development.

More specifically, the VPSA also provides leadership in and is responsible for the development, implementation and evaluation of policies and regulations pertaining to student life, especially those related to alcohol and drug usage, student conduct, and student residences. S/he will also administer the policies and regulations of the College as they pertain to students, including internal College judicial and disciplinary procedures. The VPSA will work closely with members of the Division to ensure their work is responsive, modern, nimble, and remains capable of serving the mission of Muhlenberg.

*Promote a fully integrated student experience.*

The Vice President of Student Affairs will convincingly articulate the benefit of investing in a rigorous, liberal arts education, making the case that it is one of the best preparations for both life and career. S/he will work closely with the Provost, other administrators, and faculty to promote the vision of a fully integrated student experience; combining all of the dimensions of student life with a keen appreciation that fulfillment of its academic mission is the College's paramount obligation. The incoming VPSA will help students strike the right balance between the rigor of the classroom and the challenges outside, inspiring students and providing opportunities for them to be responsible young adults and active citizens within and beyond the College community. The VPSA will collaborate with campus constituencies and community leaders to develop and manage co-curricular learning and service opportunities, and will find other creative ways to merge social and academic life.
Support an increasingly diverse student body and build an inclusive environment.

The students at Muhlenberg come from backgrounds diverse both in composition and academic preparation. As the College builds a more diverse student body, the Vice President of Student Affairs will work with colleagues to anticipate and respond, in innovative and creative ways, to the changing social and academic needs of the next generation of incoming students. In consultation with other members of the College community, the VPSA will develop and implement policies to foster a student culture that values diversity and in which students learn to respect differences, take responsibility for their actions, and exercise leadership. S/he will help convey the consequences of these changes to the faculty and senior administration in order to enlist their collaboration in ensuring a positive experience for all students.

The next VPSA will work to foster a culture in which all students recognize and benefit from the educational and cultural value of a campus that is diverse with regard to race, gender, sexual orientation, socioeconomic status, and gender identity. S/he, in collaboration with others, will envision new ways to encourage student social engagement that align with the College’s values and aspirations, and bring people together across lines of difference.

Manage and develop a strong team, and refine the organizational structure.

The VPSA manages departments that provide student learning and development opportunities: Community Engagement, Student Activities, Greek Life, Residential Services, and Student Leadership. This person also oversees departments that provide student and college-wide support services: Campus Safety & Security, Student Health Center, Student Counseling Center, Student Union and Food Services, Major Events Coordinator, Student Housing, and Judicial Affairs.

As an experienced manager, the new VPSA will bring strong organizational development skills and a track record of building and managing talented teams. S/he will undertake a comprehensive review of the current administrative structure, practices, and policies within the division to streamline office functions, increase efficiency, and enhance staff members’ capacity to assess student engagement. The VPSA will also unite the student affairs staff with a sense of shared mission and vision that reflects the character of the community and advances the strategic goals of the College. Through accessible and supportive leadership, clarity of purpose, and ongoing opportunities for professional development, the Vice President of Student Affairs will motivate the team to enhance performance levels, better serving Muhlenberg’s students.

Serve as an ambassador and advocate for students within and beyond the College, forging tighter links of collaboration in creating the best learning environment for students.

Few offices on campus have as broad and consequential a set of constituent groups as the Office of the Vice President of Student Affairs, so s/he must seek out and partner across the campus. The VPSA serves as both a member of College’s senior management team, and the liaison to Board of Trustee Committees on Campus Life. S/he will foster and nurture strong links with the College’s academic leadership and the faculty, articulating and implementing the role of student life throughout the campus community. Perhaps most importantly, s/he will engage intimately
with students, earn their trust and respect, and provide a model of engagement with students for other administrators and faculty.

Furthermore, the VPSA will also play an important external role. Serving as an ambassador and advocate for Student Affairs with alumni, parents, neighbors, community leaders, and professional colleagues, and as a liaison with community leaders including Chief of Police, City Council, and community service organizations, the VPSA will forge useful connections that bridge students to the outside world. Success in this role will not only enable the VPSA to enhance student learning and development, but will also help sustain alumni loyalty and community support for Muhlenberg’s next generation of well-rounded graduates.

QUALIFICATIONS AND EXPERIENCE

The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates who bring many of the following experiences, abilities, and qualities:

- A doctorate or master’s degree (minimum) with a record of substantial and increasingly responsible experience in student life, expertise in student development theory, considerable policy development and implementation experience and expertise, and an understanding of the culture and values of small liberal arts colleges.
- Excellent leadership and managerial skills and the capacity to supervise and lead a talented and diverse staff that provides both student services and student life programming.
- Excellent organizational and structural skills including the ability to oversee a wide variety of activities, define problems, propose and implement effective solutions, and prioritize competing priorities.
- Extensive experience in the planning and development of student life facilities such as residence halls, unions, etc.
- An enthusiasm for collaborating with other departments and with the faculty to integrate extra-curricular and co-curricular life with the intellectual life of the campus.
- Demonstrated capacity to communicate broadly across the College and create cross-campus partnerships, cultivate and sustain collegial relationships, and build unity around difficult issues as an active listener, facilitator, convener, and mediator.
- Strong counseling skills essential to mediate conflict, problem-solve, and respond appropriately to student concerns.
- A commitment to full and visible participation in the formal and informal life of the campus community.
- A commitment to providing responsive service to students and their families.
- Outstanding communication skills (both written and oral) demonstrated by the ability to interact comfortably with a wide range of diverse people, including professional staff, students, faculty, parents, colleagues, community partners, and the media.
- Wisdom and superb judgment; the capacity to make and stand by difficult decisions while remaining mindful of the need for fairness and consistency, and the potential impact of each decision on individuals and the broader community.
• A deep understanding of the educational value of a diverse community; a demonstrated track record of advancing diversity and enhancing inclusiveness; an ability to bring groups and individuals to common ground across lines of difference, including race, gender, class, sexual orientation, and socio-economic status.
• A management style characterized by high energy, patience, compassion, optimism, absolute integrity, excellent listening skills, and a strong commitment to collegiality.
• Warmth, accessibility, and openness to students, combined with a sense of humor.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

All inquiries, nominations/referrals, and resumes with cover letters, should be sent electronically and in confidence to:

Kate Barry, Principal
Randi Alberry, Associate
Isaacson, Miller
www.imsearch.com/5771

An equal opportunity employer, Muhlenberg College is committed to recruiting and retaining outstanding faculty and staff from racial and ethnic groups that have been traditionally underrepresented in higher education. For additional information about Muhlenberg's commitment to diversity and inclusion, applicants can find the latest updates to the College's Diversity Strategic Plan at this link: http://www.muhlenberg.edu/main/aboutus/president/initiatives/diversityatmuhlenberg/