A SEARCH FOR OUR NEXT PRESIDENT

Storbeck Search & Associates
COLORADO COLLEGE IS A UNIQUE LIBERAL ARTS COLLEGE located in Colorado Springs, Colorado. CC enjoys an unequivocal mission: to provide the finest liberal arts education in the country. The college is distinctive in many ways, especially in terms of pedagogy and geography. Offering intensive learning that expands through and beyond the Rocky Mountain West, Colorado College enrolls just over 2,000 undergraduate students, and it is the only highly selective liberal arts college in the region. Through 37 academic departments and five interdisciplinary programs, faculty engage students directly and prepare them for leadership in the 21st century. The college’s signature academic program — the “Block Plan” — follows an intensive academic schedule that allows students to immerse themselves in a single subject for three and a half weeks, both in the classroom and in the field. At Colorado College, students go beyond a theoretical approach to education. The college embraces the importance of diverse backgrounds and experiences, and it is committed to the challenging task of achieving an antiracist community. As President Jill Tiefenthaler departs to become the next CEO of National Geographic Society after a highly successful nine-year term, Colorado College seeks its 14th president.

~ ABOUT THE COLLEGE ~

Mission and Vision

At Colorado College, the goal is to provide the finest liberal arts education in the country. Drawing upon the adventurous spirit of the Rocky Mountain West, the college challenges students to develop those habits of intellect and imagination that will prepare them for learning and leadership throughout their lives.

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A Distinctive Experience

Colorado College’s goal is to produce graduates with mental agility and critical judgment, that is, graduates who have learned how to learn. Taking advantage of small classes and diverse learning opportunities, CC provides a variety of stimulating environments for intellectual development, creative expression, and personal growth. In the studio and on the stage, in classrooms, libraries, and laboratories, in residence halls and on playing fields, in the outdoors, the local community, and internationally, the college stimulates students with novel perspectives and opportunities for collective thought and action. Exploring the complexities of the natural world, the achievements of the human past, and the urgent social and moral issues of the present, faculty at CC teach students how to recognize and weigh relevant evidence to reach sound conclusions. They press students to read carefully and express their ideas effectively, with precision and grace. Faculty encourage and inspire students to create a more humane world together.
The Block Plan

The academic calendar at Colorado College is unique due to its distinctive **Block Plan**, which celebrates its 50th anniversary in 2020. Implemented in 1970, and subsequently developed and refined, the Block Plan divides the academic year into eight three-and-one-half-week segments called “blocks.” Students and faculty engage in a single class during each block. Generally, students complete eight blocks per academic year, which is the equivalent of the typical course load of a liberal arts college using the traditional semester system. Notably, the Block Plan allows for quick adjustment and flexibility. The college readily adapted to online learning in the spring of 2020 in response to the COVID-19 crisis.

Broadly, the Block Plan affords several advantages: First, courses do not place competing demands on students, allowing them to focus solely on one class at a time. Typically, class is taught each morning from 9 a.m. until noon, Monday through Friday, with applicable labs held in the afternoons. Students grow accustomed to the pace of each block and value the importance of each class day; class attendance at CC is consistent and high. Second, classes remain small: at Colorado College, the average class size is 15 students, and all classes, from introductory courses to senior seminars, are capped at 25 students (32 for courses taught by two professors). This provides a distinctive degree of freedom for instructors to innovate and organize their courses creatively. Seminar discussions, group projects, laboratory research, and field experiences are as common as more traditional lecture formats.

Additionally, the Block Plan leaves ample time each day for students to pursue extracurricular passions and to build community in a way that a traditional schedule does not. The small class size and intensity of the program create close bonds among classmates and between students and professors, and there is greater flexibility for all interested students to participate in activities outside of the uniformly reserved class time. Finally, some faculty employ overnight or extended field trips. These integrative learning experiences are made possible by the block system, as they will not interfere with other courses, an opportunity not afforded by the semester system.

Interdisciplinary and team-taught courses offer further variety. The Block Plan provides an opportunity to enhance the curriculum by bringing on distinguished block visitors who complement an already outstanding faculty. An optional Summer Session, organized as two blocks, and Half Block in the winter provide additional courses to take beyond the eight-block year. As its 50-year track record demonstrates, the curricular system fosters a unique form of intellectual engagement that will continue to enrich the lives of Colorado College graduates as they become leaders in their professions and communities.

~ COMMUNITY ~

Colorado Springs

In recent years, **Colorado Springs** has begun to thrive and transition as a city, growing in population as well as in popularity. No longer a hidden gem known only for its beautiful backdrop, the city has become a more diverse and metropolitan location. Home to a thriving cultural scene, one will find numerous venues for the arts, local restaurants representing food from around the globe, as well as dozens of local breweries. With the increasing population, the city has also made significant changes to encourage sustainable transportation, including bike share programs, bike lanes, and an increased public transit system. With so much to offer, it is unsurprising that Colorado Springs enjoys myriad accolades. For instance, US News & World Report consistently ranks the city in the top five places to live in the country. Forbes magazine also ranks the city as a top 10 most-wired and best bang-for-the-buck city. Furthermore, Colorado Springs was named a top 10 cleanest U.S. city by the American Lung Association.

~ FACULTY ~

Colorado College’s 10:1 student-to-faculty ratio ensures that professors and students have the opportunity for intimate engagement and in-class discussion. Ninety-nine percent of CC’s 167 full-time professors hold the highest degree in their field. The faculty is composed of active scholars, creatives, and experts who contribute significantly to the global intellectual and artistic community, innovatively merging research and...
teaching. Some examples include award-winning fiction writers of short stories and creative nonfiction; a scientist who involves her students to study the global and local pollution by atmospheric mercury; an economist who consulted for the Organisation for Economic Co-operation and Development on the illicit pharmaceutical trade; and 14 faculty members who are principal investigators on 15 active research grants totaling just under $3.2 million in federal and private funding. The faculty has also grown and diversified in recent years; currently, 30 percent of faculty members identify as American ethnic minorities.

Because they teach only one course at a time, CC professors are available to encourage and advise individual students in their endeavors. As a result of the Block Plan, faculty enjoy an unusual degree of academic independence, and students have room to explore and flourish.

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~ STUDENTS ~

Faculty, students, alumni, and staff agree that the student body of just over 2,000 is one of Colorado College’s most significant resources. Hailing from across the U.S. and 51 other countries, students bring ideas and perspectives from a range of ethnic, religious, socioeconomic, and cultural experiences. Students are passionate, curious, and adventurous learners both inside the classroom and beyond. They apply their intellectual intensity to all aspects of campus life. Because of the focus on the student experience, Colorado College enjoys a 96 percent first-to-second-year retention rate and an 82 percent four-year graduation rate.

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Students’ relationships with faculty promote critical thinking, and their connection to professors sustains the investment necessary to succeed on the Block Plan. Students are active participants in the committee structure of the college and in decisions about issues pertinent to the college, and they also hold a seat on the Board of Trustees. Evidence of nurturing a desire for lifelong learning is demonstrated by the fact that over 43 percent of CC graduates enroll in graduate or professional schools within five years of graduation. Numerous students opt for domestic and international service through programs such as the Peace Corps, AmeriCorps, and Teach for America, and many have won prestigious awards, including Danforth, Fulbright, Goldwater, Marshall, Mellon, National Science Foundation, Rhodes, Rotary, Watson, and Wilson Fellowships.

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Student Life

At Colorado College, the community works to combine the curricular with the co-curricular, engaging with students on multiple levels to help ensure they feel a strong sense of belonging to complement and enrich their academic experience. CC students are highly involved outside of the classroom, joining speech and debate, Model UN, and mock trial teams, as well as utilizing the college’s rich culture of the arts through dance and theatre workshop productions. Students are engaged in countless academic, social, and interest clubs, as well as events of all sizes and types.

Student mentors are visible in a variety of ways on campus, including as New Student Orientation leaders, Priddy Trip leaders, Butler Center interns, and residential assistants. The college is especially proud of the amount of support from students and the depth of knowledge they bring. CC students take advantage of off-campus leadership opportunities as well — through outdoor education trips, for example, or through the Collaborative for Community Engagement office, which pairs students with civic engagement and volunteering opportunities in Colorado Springs and along the Front Range of the southern Rocky Mountains. True to the liberal arts experience, Colorado College enriches the mind and body, while also encouraging each student to engage at the personal, local, and global level to develop their entire person and all aspects of their lives.

Athletics, fitness, and the outdoors are other vital parts of the student experience at CC. In 2017, approximately 1,300 students participated in intramurals, 350 in club sports, and 350 in varsity athletics. Notably, CC is one of only 10 institutions in the nation possessing dual-division NCAA affiliation, sponsoring both Division I and Division III varsity athletic programs. The men’s ice hockey program competes in the strongest NCAA DI conference for their sport, the National Collegiate Hockey Conference, and the women’s soccer program competes in the very competitive DI Mountain West Conference. CC’s other varsity athletics programs (basketball, cross-country, lacrosse, swimming & diving, tennis, track & field, men’s soccer, and women’s volleyball) compete at the NCAA Division III level. Tiger student-athletes are incredibly active in the Colorado Springs community and seek to give back whenever possible via community service. In addition, the athletics program’s camp and clinic outreach each summer is extensive and serves as another direct link to the surrounding area. CC’s close proximity to its awe-inspiring surroundings, plentiful institutional programs, and institutional resources afford students, faculty, and administration of all ability levels and backgrounds with unmatched opportunities for structured and unstructured personal growth and individual expression achieved through wilderness and outdoor experiences on a year-round basis.

~ STAFF ~

Over 600 full- and part-time employees make up the indispensable staff of Colorado College. Their dedication, talent, and passion are critical to ensuring the smooth and effective operation of the college. Staff members impact every aspect of life at CC, from ensuring that members of the community are well fed, to maintaining a functional, safe, and beautiful campus, to implementing smooth-running athletics programs. Alongside students and faculty, staff members engage in shared governance through the Staff Council and college committees. In recognition of their essential contributions, the college offers a wide range of additional benefits to employees, including tuition remission and professional development support.

~ ALUMNI ~

Consisting of over 26,000 unique individuals, the Colorado College alumni body is united by similar experiences at a challenging and vibrant residential liberal arts college. Graduates of the college enjoy success in a variety of professions and fields. Sixty-seven percent of undergraduates in the Class of 2019 were successfully employed, in school, or engaged in voluntary service within a year of leaving campus. Students and alumni, representing a variety of disciplines and departments, are widely recognized for their academic excellence, and alumni from across the years have made notable impacts on their chosen fields and in their communities.

Anyone who attends Colorado College for two full semesters in good standing is an alumnus/na of CC and member of the Colorado College Alumni Association. The Alumni Association and Alumni Association Council operate under the auspices of — and in partnership with — the Alumni Office, and some alumni support the college and each other through service on the council. Their purpose is to encourage alumni participation through service, volunteerism, and philanthropy in support of the college’s mission. The council meets on campus in the spring and “virtually” one or more
times throughout the year. New members are elected to an initial two-year term, followed by two three-year terms for a total length of service of eight years. Two members of the Alumni Association Council sit on the college’s Board of Trustees, and three alumni trustees are elected by the general alumni body.

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~ ACADEMICS ~

Majors, Minors, and Degrees

Colorado College provides a broad liberal arts education and offers a bachelor of arts and a master of arts in teaching. The college requires students to advance their knowledge and experience in a variety of areas and to study at least one academic discipline in depth. The Colorado College Catalog of Courses lists majors in some 37 departments and five interdisciplinary programs. During the second year at the college, a student chooses a major field in which to take concentrated work. Many majors include a capstone experience through which students conduct independent research, write senior theses, give oral presentations, or perform. The Colorado College curriculum also features departmental and interdisciplinary minors in fields other than the student’s major. Examples include The Ancient World and The Arts: Theory and Practice. The Block Plan offers opportunities for collaborative research in the natural and social sciences as well as the humanities. Finally, the college implemented new general education requirements in 2019, ensuring that all students engage in six blocks of Critical Learning across the Liberal Arts, two blocks of Equity and Power, and three blocks of Critical Engagement through Language.

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Study abroad is another valuable component of the curriculum. It is a rigorous academic experience that provides in-depth exposure to different languages and cultures, as well as the opportunity to take courses not available at Colorado College. Each year, hundreds of CC students study abroad through a wide variety of programs located throughout the world, including through Associated Colleges of the Midwest (ACM) consortial programs in Japan, in Tanzania, and at off-campus study sites in the U.S. Opportunities for study abroad are available beyond the traditional junior-year semester, resulting in approximately 80 percent of students studying abroad during their college careers.
Honor Code

Established in 1948, the Colorado College Honor Code is an essential part of the academic program. Upon admission, students commit themselves to uphold the Honor Code. Unless otherwise stipulated, work done on all assignments is entirely the student’s, with quotations, paraphrases, and ideas not the student’s own acknowledged in standard form. Under the Honor Code, examinations are not proctored; student honesty is assumed.

Students administer the Honor Code, appointing a Honor Council of 20-46 students via an open process. The Honor Council educates the campus community about the Honor Code; they also investigate alleged violations and recommend penalties for violators, ranging from no credit grades to dismissal. Providing a trusting atmosphere, the Honor Code encourages the development of personal honor, individual responsibility, and academic integrity.

~ ACADEMIC SPACES, CENTERS, & INSTITUTES ~

Tutt Library

The Tutt Library renovation, completed in August of 2017, is the largest capital building project in the college’s history. The college invested $45 million in this project, which reimagined the mid-century building as an open and welcoming facility and a hub for research, learning, and intellectual community, providing an inclusive space for students to learn, grow, and thrive. The renovated library was the first physical space built for the Block Plan, and it was completed through net-zero emissions construction. Tutt provides a comfortable, collaborative space that includes the technology students and faculty require to enhance teaching and learning. This technology is infused seamlessly throughout the building.

The Tutt Library anticipates the rhythm of the Block Plan, accommodating students when they are not in class — and even when they are not on campus — by providing students with tools, expert instruction, and access to information 24 hours per day. Laboratories for Geographic Information Systems (GIS) and data visualization, a dedicated area for technology support, a technology space for exploring digital caves, and enhanced digital walls make an incredible array of technology and instruction available and accessible to students and faculty. The renovated library also coordinates most academic services and serves as a point of reference that makes all services easy to find.

Colorado Springs Fine Arts Center at Colorado College

In August 2016, Colorado Springs Fine Arts Center President and CEO David Dahlin and Colorado College President Jill Tiefenthaler announced an alliance between the two institutions that redefined the contributions and commitments of each organization to the arts and artists in the region. The Colorado Springs Fine Arts Center (FAC) maintains 135,000 square feet of gallery space, a 20,000-object collection with strengths in Southwestern art, an award-winning professional theatre company along with a 400-seat theatre and in-house production facilities (e.g., sets and costumes), and the Bemis School of Art, which offers more than 300 public classes a year. The incredible benefits of the alliance between the FAC and the college have enriched both student and community experiences, creating a synergy between the two whereby each invigorates the other.

On July 1, 2017, the center became known as the Colorado Springs Fine Arts Center at Colorado College. As designated by the legal agreement that guides the alliance, representatives from both institutions undertook a strategic planning process. These groups gathered extensive feedback from the FAC, the college, and the surrounding community, learning much about the possibilities and opportunities of a 21st-century arts center. The process revealed the community’s deep engagement with the arts and its commitment to celebrating the ways in which the arts enrich understanding and inspire those who engage.

The resulting plan contributes significantly to the college’s overall strategic aims. For example, the college continues to develop new opportunities for object-based teaching, field trips, visiting artists, and experiential education, such as internships for students. These creative initiatives further enhance the possibilities of the Block Plan as well as CC’s distinctive place of learning by engaging regional artists and narratives. Tremendous benefits for the arts and humanities are emerging, but broadly, the FAC further distinguishes the college’s
approach to the liberal arts as well as celebrates its emphasis on creativity and innovation.

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Creativity & Innovation at CC

As US News & World Report has consistently ranked Colorado College in the top five most innovative liberal arts colleges, it is no surprise that an innovation institute, now known as Creativity & Innovation at CC, was one of five strategic recommendations included in the college’s 2012 strategic plan. Much progress has been made as a result of a foundational anonymous gift of $8.5 million. Since receiving the first gift, Creativity & Innovation at CC has offered a variety of beneficial opportunities with its goal “to provide resources, structure, and encouragement to students and faculty as they investigate social and environmental challenges, understand the context in which they exist, identify sustainable solutions, and put them into action.”

Creativity & Innovation at CC differentiates itself from traditional programs by bringing a sharper focus to foundation building for all learners through a variety of skills and tools such as creativity, risk taking, mindfulness, and design thinking. This approach empowers individuals to harness the pursuit of innovation not only in business but also in a variety of pursuits, including science, art, philanthropy, education, and beyond. In general, creativity refers to the ability to generate ideas, while innovation refers to the execution of those novel ideas. CC believes that all humans are endowed with creativity, and although many have experiences early in their lives that cut them off from their creative sources, those abilities never disappear. CC’s philosophy suggests that, with guidance, students can not only recover access to their creativity, but also learn how to sustain it over a lifetime. With exposure to research about how creativity works, practice in creative problem-solving methodologies, and self-knowledge about their creative processes, students are well positioned to approach any challenge with flexibility, openness, and confidence. Given CC’s four primary areas of emphasis (Creativity, Design Thinking, Risk/Failure/Resilience, and Mindfulness), all practices and tools lead students into the change-making space where ideas become actionable.

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~ FISCAL AFFAIRS ~

During these uncertain times, Colorado College is proud to enjoy healthy finances, operating with a budget of $199 million. The president and the Board of Trustees, which are well versed in the economics of higher education, determine the college’s budget, and the Campus Budget Committee facilitates the budgeting process. The CFO chairs the committee, and faculty, staff, and student representatives populate committee membership. While all of higher education is waiting to see the
fiscal impacts of COVID-19, Colorado College enjoys strength across financial indicators, including positive enrollment trends. For the Class of 2023, CC received 9,454 applications, nearly 1,000 more than the previous year, and had a 13.5 percent acceptance rate. Indeed, the college has enjoyed year-over-year increases in net tuition revenue, with annual increases of between three and four percent, and stable enrollments. Fiscal Year 2020 is predicted to end with a balanced budget, despite the unexpected costs related to the pandemic. The Board is also assessing new financial models for the college to respond to the pressures facing higher education both now and in the future, including identifying budget flexibility for Fiscal Year 2021.

Additionally, CC enjoys a robust endowment. As of June 30, 2019, Colorado College held an endowment of $768 million, resulting in an endowment-per-student of $349,389 and an additional $35.9 million in beneficial interests in perpetual trusts. While endowment holdings continue to fluctuate due to financial uncertainty, CC employs prudent endowment spending guidelines to help smooth operating budgets through market downturns. Furthermore, in Spring 2020, the bond ratings agencies S&P and Moody’s gave CC a stable outlook, despite a negative outlook for the higher education sector, listing enrollment demand and strong fiscal management as keys to this rating.

Enrollment

Colorado College has experienced an unprecedented increase in admission applications over the past decade, and the total pool eclipsed 10,000 applications in 2020. The admit rate is below 14 percent, and the yield rate consistently over 40 percent annually, placing CC in the top 10 to 15 most selective liberal arts colleges in the nation. CC is also one of only 70 institutions nationally that meets the full demonstrated need of enrolled students. Over the past decade, the college’s commitment to need-based aid has been unwavering, and the current comprehensive campaign has raised more than $78 million to support scholarships, student research, and internships.

To broaden access to a CC education further, the college joined the QuestBridge organization in 2013, instituted a test-optional admission policy in 2019, and recently announced two pilot programs. The Colorado Pledge aims to make CC more affordable to students from Colorado families with adjusted gross incomes of $200,000 or less. The Stroud Scholars Program is a college preparatory and access program for high-promise youth in the Pikes Peak region. Despite the uncertainties caused by the COVID-19 pandemic, the outlook for Fall 2020 enrollment is outstanding and is likely to meet or exceed enrollment goals.

Advancement

In 2017, Colorado College publicly launched a comprehensive fundraising initiative, Building on Originality: The Campaign for Colorado College. With goals of raising $435 million — the most ambitious fundraising target in the college’s history — and achieving 50 percent alumni participation, the campaign will make the college’s unique model of higher education financially accessible for more students and equip them with the resources to make meaningful contributions to the world. To date, with support from generous members of the CC community, Charles L. Tutt Library has been renovated, and the construction of Ed Robson Arena is underway. Donors have given more than $78 million to support scholarships and the CC experience. The Colorado Springs Fine Arts Center, which will transfer to CC as a gift, is expanding learning opportunities for Colorado College students and access for the local community. Garnering additional support for a Creativity & Innovation building and securing additional funding for scholarships continue as priorities in the final phase of the campaign. As of April 2020, the campaign has brought in $406 million from more than 36,000 donors, with 43.5 percent of alumni participating. The campaign is scheduled to conclude in 2021.

~ STRATEGIC PLANNING & GOVERNANCE ~

President Jill Tiefenthaler refers to her first year (2011) at Colorado College as “The Year of Listening” for good reason. By meeting numerous times with students and professors, by participating in formal and informal conversations with colleagues, and by hearing from hundreds of alumni, she learned about the experiences, hopes, and dreams of the college community. The collaborative process showed Colorado College at its best: innovative, thoughtful, exuberant, and visionary. Because so many voices were heard, multitudes of ideas expressed, and countless conversations shared, the result was an authentic plan: Building on the Block, which was followed in 2018 with an addendum.
This plan strengthens the most distinctive parts of CC (the Block Plan, engaged teaching, and the college’s special place of learning) while encouraging a more innovative, responsive organization. There are six primary areas of focus in Building on the Block:

1. — Provide Additional Support to Realize the Potential of our Ground-Breaking Block Plan
2. — Build Nationally Recognized Summer and Half-Block Programs
3. — Create an Innovation Institute
4. — Enhance Our Distinct Place of Learning
5. — Focus on Workplace Excellence
6. — Connect the CC Experience

The need to thrive in a rapidly changing environment is an important theme that runs throughout the plan, and this value is demonstrated in CC’s commitment to maintaining a nimble and flexible leadership culture. The goal of the Building on the Block plan and Building on Originality campaign is for CC to become even more widely known nationally and internationally as a premier liberal arts college that stands apart because of its unique Western culture.

Since strategic planning began in 2012, the majority of the initiatives have been realized. These include the Tutt Library renovation and expansion; raising $68.6 million for student scholarships as of December 31, 2019; launching the Big Idea Competition and the Risk Project; achieving the goal of carbon neutrality in 2020; building the East Campus Housing Community; expanding leadership and professional development for faculty and staff; and, launching the Colorado Pledge and Stroud Scholars program. The college also maintains and continually updates a comprehensive Campus Master Plan. The most recent update to the plan was adopted in November 2017.

Leadership

Colorado College is governed by the Board of Trustees, of which the president is a member. The board presently has 33 voting members, including a student trustee, and 17 non-voting life trustees. A majority of the trustees are alumni of the college and are representative of various
geographical regions and economic sectors. The Board of Trustees has also seen increasing diversity in its membership, with 24 percent of members identifying as people of color (up from 18 percent in 2017) and 33 percent identifying as women (up from 21 percent in 2018). Trustees are actively engaged in committee work through five standing committees (Budget; Buildings, Grounds, and Infrastructure; Governance; Investment; and Student Success) and four Strategic Project Teams (SPTs), as well as through the work of the Executive Committee. SPTs allow the board to consider emerging strategic issues, and they currently include an SPT analyzing different financial models for the college and an SPT discussing the future size and makeup of the student body.

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Shared governance is highly valued at Colorado College, and the Faculty Executive Committee and Staff Council contribute significantly. The Faculty Executive Committee (FEC) is composed of 12 elected faculty members, which make up its three constituent subcommittees (Budget and Planning, Governance, and Personnel), plus (ex officio, non-voting) the provost and the dean. The general faculty elect all tenured faculty members of the FEC for staggered three-year terms and all non-tenured, tenure-track faculty members for one-year terms. Comprising representatives from across the college, Staff Council acts to promote the interests of all staff, advises the president and campus leadership on matters that impact staff, helps draft and establish policies that affect staff, and facilitates communication between staff and other constituencies, all with the aim of advancing the college’s mission.

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The Outgoing President

In the summer of 2011, Jill Tiefenthaler began service as the 13th president of Colorado College. Dr. Tiefenthaler continued to teach periodically at CC, and prior to her appointment, she served as provost and professor of economics at Wake Forest University. President Tiefenthaler began her career teaching economics at Colgate University in Hamilton, New York, advancing to full professor there, chairing the Economics Department from 2000 to 2003, and serving as associate dean of the faculty from 2003 to 2006. She earned master’s and doctoral degrees in economics from Duke University and a bachelor’s degree in economics from Saint Mary’s College in South Bend, Indiana. In January 2020, Colorado College announced that President Tiefenthaler will be departing campus to become the chief executive officer of National Geographic Society after an incredibly successful nine-year term.

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~ DIVERSITY, EQUITY, INCLUSION, & ANTIRACISM ~

Since its inception in 1874, Colorado College has been a co-educational institution open to all races. The college values all persons and fosters an environment that encourages learning from diverse experiences and perspectives and teaching through a variety of approaches. Achieving diversity of origin and thought is critical to fulfilling the college’s aim to provide a liberal arts education among the finest in the world. Students, faculty, and staff work together to stimulate, coordinate, and support diversity among all constituencies of the CC community.

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The cross-disciplinary perspective of a liberal arts education offers unparalleled opportunities for intercultural engagement. Personal interactions, in and outside of the classroom, promote exposure to diverse social environments where students engage in dialogue about new ideas and complex issues. In this academic and social environment, students become highly culturally competent, and they garner strong critical thinking skills that allow them to enhance their intercultural perspectives, their quality of life, and their broader success in a diverse world of work and community.

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The CC community consistently works hard to move the needle on critical indicators, including student, faculty, and staff demographics. The student body consists of 46 percent men and 54 percent women. Twenty-five percent of students identify as domestic students of color, which is an increase from 18 percent in 2011. Nearly eight percent of students are first-generation (up from five percent in 2011), and eight percent are international (up from six percent in 2011). The college’s Pell Grant-eligible student percentage is about 13 percent (up from 10 percent in 2011). Currently, 29 percent of faculty identify as people of color (up from 17 percent in 2011), as do 22 percent of staff (up from 18 percent in 2011). CC continues working to increase representation from historically underrepresented groups across all campus constituencies. Ensuring the ability to welcome and support a community with evolving demographics remains a top priority. Further, CC seeks to enhance the engagement of its increasingly diverse population in the strategic direction of the college, moving toward an aspirational community that is inclusive and equitable.
In recent years, Colorado College has explicitly highlighted antiracism as a key facet of the college’s mission. The Antiracism Initiative is a college-wide effort to examine and oppose the ways that racism exists and persists at CC. Through these efforts, it is expected that faculty, staff, and students will experience greater equity and inclusion, teaching will be more impactful, and students will be better prepared to make positive change in the world.

CC has committed to increasing socioeconomic diversity through many other new initiatives. The Colorado Pledge, for instance, is a pilot program aimed at supporting Colorado families. Incoming students from the state, whose families earn an income of less than $60,000, can attend CC with no parental contributions for tuition, room, or board. Families with income between $60,000 and $125,000 will contribute solely toward room and board, and families with income between $125,000 and $200,000 will only require a parental contribution for a CC education at the same or a lower level than the cost of attending the flagship state university in Colorado.

The Colorado College community is committed to environmental sustainability. CC was the eighth institution in North America, and the first institution in the Rocky Mountain region, to achieve carbon neutrality. The college created an Office of Sustainability in 2013 with the mission to foster communication, collaboration, and coordination between the college and stakeholders in the broader community. The office also furthers a goal of challenging students, faculty, and staff, both individually and collectively, to develop green habits that will last lifetimes and to honor the college’s commitment to nurturing a sense of place and an ethic of environmental sustainability. Ongoing since 2004, the State of the Rockies Project educates, explores, and addresses socio-environmental challenges in the Rocky Mountain West. CC has made incredible progress in the reduction of energy use, water use, and waste. Thirty percent of the college’s energy comes from solar panels installed on the roofs of campus buildings, and the Baca campus is off the grid, powered entirely by solar installations. Additionally, in the 2018-19 academic year, over 55 percent of waste items were diverted from landfills by recycling, composting, and donating.

CC wants to admit more thinkers, doers, and creators from all communities. Removing entrenched racist policies and procedures will ensure that any person who arrives on campus will feel welcome and have the support and resources to succeed.
Colorado College's president reports directly to the Board of Trustees and will join an energetic team and community. The president oversees the following direct reports:

- Provost
- Senior Vice President for Finance & Administration
- Vice President for Student Life & Dean of Students
- Vice President for Information Technology/Chief Technology Officer
- Vice President, Enrollment
- Vice President for Advancement
- Vice President for Communications
- Vice President & Director of Athletics
- Chief of Staff & Special Assistant to the Board of Trustees
- Executive Assistant to the President & Chief of Staff
- Associate Vice President for Institutional Planning & Effectiveness

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~ OPPORTUNITIES & CHALLENGES ~

Colorado College’s 14th president must both maintain and advance CC’s trajectory towards sustained academic rigor and an outside-the-box approach to education; broad innovation and creativity; and unflinching commitment to diversity, equity, inclusion, and antiracism initiatives. Building upon the extraordinary record of outgoing President Jill Tiefenthaler and working closely with faculty, staff, students, trustees, alumni, and members of the community, she/he/they will lead the campus in the following endeavors:

- Institutionalize the college’s Antiracism Initiative and create an antiracist culture on campus: CC’s Antiracism Initiative is a top priority for all college constituencies. Since August 2018, the community has worked tirelessly to develop and begin implementation of this plan. However, there is some concern that momentum may slow on this vital initiative due to administrative turnover and the distance created through the COVID-19 pandemic crisis. The next president must reinvigorate these efforts, continuing to encourage broad participation, feedback, and continued input moving forward.

- Provide transparency and full community engagement in decision making: CC has experienced many changes and considerable growth in the last decade. However, many in the community feel an even greater need for transparency and engagement around decision making and implementation, with particular respect paid to the campus’s robust faculty shared governance culture. The next president must be deeply committed to broad consultation with the full community as the college continues to expand its reach.

- Uphold and enhance the strength of Colorado College’s academic program and subsequent national profile: As one of the country’s leading liberal arts institutions, the quality and rigor of CC’s academic program are unquestionable. In light of the broad challenges facing higher education, and liberal arts colleges in particular, the new president will work closely with academic affairs to maintain these high standards while encouraging innovative thinking around curricular development and education delivery. She/he/they will encourage building upon the Block Plan’s innovative paradigm to enhance CC’s place as one of the country’s most academically innovative and rigorous institutions.

- Build the college’s financial resources: Colorado College inspires strong positive feelings among its alumni, parents, and friends, as evidenced by the success of the current comprehensive campaign. However, participation percentages from college constituencies consistently fall below those of peer institutions. With high ambition continuously driving the college forward, the next president must uplift and broaden the momentum of the campaign to energize additional individuals and entities to provide transformational support for the college’s vision. A successful president will engage with alumni and other members of the community to connect their interests and love of the college with the priorities and financial needs of the institution.

- Lead the campus in preparing the next strategic plan: Colorado College has long held a distinguished place on the cutting edge of educational innovation and reinvention and seeks a visionary leader to prepare
for the future. The new president will lead the campus through the process of developing the next strategic plan while concurrently maintaining momentum on several high-priority initiatives. These include the integration of the Fine Arts Center, expanding the pilot Colorado Pledge, advancing CC’s long-term sustainability goals, and overseeing the construction of the Ed Robson Arena, among other priorities. While holding sacred the core elements of what makes CC distinctive, the next president will advance the campus, fostering an adventurous spirit at the forefront of planning for the college’s next decade and beyond.

- **Sustain and broaden the college’s connection to the Colorado Springs and Front Range region communities:** Colorado College’s place in the world inspires much of what makes CC unique. Within the Colorado Springs community, CC generally enjoys positive town-gown relationships. The college has a long history of providing cultural and educational offerings to locals, and Colorado Springs offers a vibrant array of dining, entertainment, and outdoor recreational offerings that benefit all CC constituents. As CC continues to expand campus infrastructure and growth, and as Colorado Springs continues to develop and diversify as a city, possibilities for continued partnerships abound. The next president will encourage close relationships and collaborations among the campus and Colorado Springs communities and will extend these efforts to engage with the broader Front Range region.

- **QUALIFICATIONS & PERSONAL CHARACTERISTICS**

Colorado College seeks a president who embodies an adventurous spirit, demonstrates broad intellectual curiosity, possesses significant administrative experience, can attract new college resources, is committed to transparency and consultation, and holds a distinguished academic record. Ideally, the next president will also:

- Be supremely consultative and student-centered in all decision making;
- Possess a deep and broad history of achievement in a wide range of initiatives that prioritize diversity, equity, inclusion, antiracism, and creating broadly welcoming environments, preferably in a campus setting;
- Appreciate the variety of backgrounds, experiences, and opinions among all campus constituencies;
- Have an unwavering commitment to maintain and increase the inclusivity of the college;
- Prioritize engagement with faculty governance;
- Exhibit ambition in making CC the premier liberal arts institution in the country;
- Embrace the nimble culture that arises from the uniqueness of Colorado College’s approach to education;
- Participate actively in the national conversation regarding the future of the liberal arts and be a passionate advocate for the liberal arts;
- Demonstrate the ability to think systematically and strategically to develop a shared vision for an institution;
- Continue momentum on college projects in progress;
- Possess deep experience with budget management;
- Have the capacity to manage and focus a complex organization;
- Build trust among and across the many constituencies that make up the Colorado College community;
- Desire to participate in the classroom to the greatest extent possible;
- Strive to be a prominent, visible, and accessible leader within and across the campus community;
- Demonstrate a commitment to transparent leadership and communication while displaying unparalleled skills as an active listener;
- Show facility in making difficult decisions through a collaborative process respective of shared governance and in communicating rationale effectively;
- Possess fundraising expertise and an ability to inspire ongoing philanthropy support;
- Demonstrate proclivity for welcoming challenge and accepting a premise of good intentions in the context of constructive conversations and civil discourse;
- Exhibit an ability to unify a campus to advance specific goals; and,
- Be authentic, curious, compassionate, and ambitious in all aspects of leadership.
For more information, please visit Colorado College’s website at coloradocollege.edu.

Candidates should anticipate a start date on or around July 1, 2021. For best consideration, please send all nominations and applications – electronically and in confidence – to:

Shelly Weiss Storbeck, Managing Partner
Anne Koellhoffer, Senior Associate

Storbeck Search & Associates
ColoradoCollegePresident@StorbeckSearch.com

Colorado College is an equal opportunity employer committed to increasing the diversity of its community. We do not discriminate on the basis of race, color, national origin, gender, age, religion, gender identity or expression, disability, or sexual orientation in our educational programs and activities or our employment practices.