



## Presidential Prospectus



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The College of Wooster announces the search for its 13<sup>th</sup> president and invites nominations for and applications from exceptional candidates to lead one of America's most distinguished residential liberal arts colleges during a period of significant momentum.

Wooster's next president will join a spirited campus propelled by sustained record enrollment and fundraising, and build from the 2019 "Connect, Create, Discover" strategic plan, which focuses on:

- growing the internationality, diversity, equity, and inclusion of the campus community;
- deepening and making more universal the connections between learning in the classroom and engagement with society and the world of work;
- creating a vibrant, welcoming and strongly woven campus; and
- building on Wooster's history of academic excellence and innovation and its leadership as the top-ranked college for mentored undergraduate research.

We welcome enthusiastic and qualified candidates who share our vision for the future and foster a robust liberal arts experience that provides space for all to thrive.

The current transition in presidential leadership at Wooster is being handled with care and purpose. After the remarkably successful six-year tenure of [President Sarah Bolton](#), Dr. Wayne Webster is serving as Wooster's interim president from July 2022-June 2023. Interim President Webster will sustain Wooster's profile of accomplishment in the coming year and continue to implement key components of the strategic plan.







“Wooster should be not only a place of all studies: it should be a place of studies for all ... The essential test of citizenship in the commonwealth of science and letters should be character, mental and moral quality, and attainment, not condition, race, or sex.”

– Willis Lord, founding president of Wooster at his inaugural address in 1870

# History, Mission, Vision and Values

**F**ounded by Presbyterians in 1866, it opened its doors as the University of Wooster on September 8, 1870, with a faculty of five and a student body of 30 men and four women. By 1915, the University had several graduate divisions, including a medical school. Ultimately, the board of trustees and a majority of the faculty voted against further expansion and in favor of closing down the existing graduate programs, in order to focus solely on undergraduate education in the liberal arts and sciences. With that sharpening of strategic focus came a new name, The College of Wooster, and an educational program framed in a residential setting where students learn in many venues and in many ways. In 1969, the Presbyterian Synod of Ohio relinquished its ownership of the College, and Wooster became an independent, private liberal arts college.

## MISSION

The College of Wooster is a community of “Independent Minds, Working Together” to prepare students to become leaders of character and influence in an interdependent global community. We engage motivated students in a rigorous and dynamic liberal education. Mentored by a faculty nationally recognized for excellence in teaching, Wooster graduates are creative and independent thinkers with exceptional abilities to ask important questions, research complex issues, solve problems, and communicate new knowledge and insight.

## VISION

Our collective endeavor is to prosper as a distinguished independent liberal arts college, to thrive as a vigorous intellectual community, and to create a reputation that reflects our achievements. We seek to be leaders in liberal learning, building on our tradition of graduating independent thinkers who are well prepared to seek solutions to significant problems, to create and communicate new knowledge and insight, and to make significant contributions to our complex and interdependent world.

## CORE VALUES

These are the values that govern our shared pursuits, the ideas that we hold true:

- Education in the Liberal Arts Tradition
- A Focus on Research and Collaboration
- A Community of Learners
- Independence of Thought
- Social and Intellectual Responsibility
- Diversity and Inclusivity



## WOOSTER AT A GLANCE:

### Our Students

**1,960**  
STUDENTS

**99%**  
WOOSTER STUDENTS  
LIVING ON CAMPUS

**54%** FEMALE  
**46%** MALE

**24%**  
U.S. STUDENTS OF COLOR

**17%**  
INTERNATIONAL STUDENTS

**31%** OHIO  
**69%** NON-OHIO

**48** STATES  
**68** COUNTRIES  
REPRESENTED

**TOP 10**  
STATES REPRESENTED  
Ohio, Pennsylvania, Illinois,  
Michigan, Georgia, Maryland, New  
York, California, Virginia, Kentucky

**TOP 5**  
INTERNATIONAL COUNTRIES  
REPRESENTED  
China, Vietnam, India,  
Ethiopia, Republic of Korea

### Fast Facts

**11 to 1**  
STUDENT TO FACULTY RATIO

**1 to 1**  
INDEPENDENT STUDY (I.S.)  
SENIOR CAPSTONE STUDENT TO  
FACULTY RATIO

**DEGREES OFFERED**  
Bachelor of Arts, Bachelor of Music,  
Bachelor of Music Education,  
Bachelor of Music Therapy

**100+**  
AREAS OF STUDY

**177** FACULTY  
**467** STAFF

**26,371**  
ALUMNI

**\$437,832,433**  
ENDOWMENT VALUE  
AS OF 12/31/21

**A1**  
STABLE OUTLOOK BOND RATING  
FROM MOODY'S INVESTORS

**\$40,919,450**  
IN LONG-TERM DEBT

**\$84.6 MILLION**  
OPERATING BUDGET





A view of the President's House

# Shared Governance and the Role of the President

The College of Wooster is governed by a voluntary Board of the Trustees that consists of 45 member seats, all of whom are elected by the full Board and are subject to term limits. Thirty-six members are standard trustees (eligible for 12 years of continuous service), two are GOLD trustees (Graduates of the Last Decade and eligible for one three-year term), and six are Alumni Trustees (nominated by the Alumni Board and eligible to serve two three-year terms). The President of the College is also a member of the Board during their term of office. They are responsible for the mission and the financial well-being of the Institution.

The Board's current roster consists of 41 trustees of whom 19 are female and 22 are male, with 75 percent identifying as White, 14 percent Black, 7 percent Asian/Hawaiian/Pacific Islander, 2.4 percent International. The average trustee age is 61.

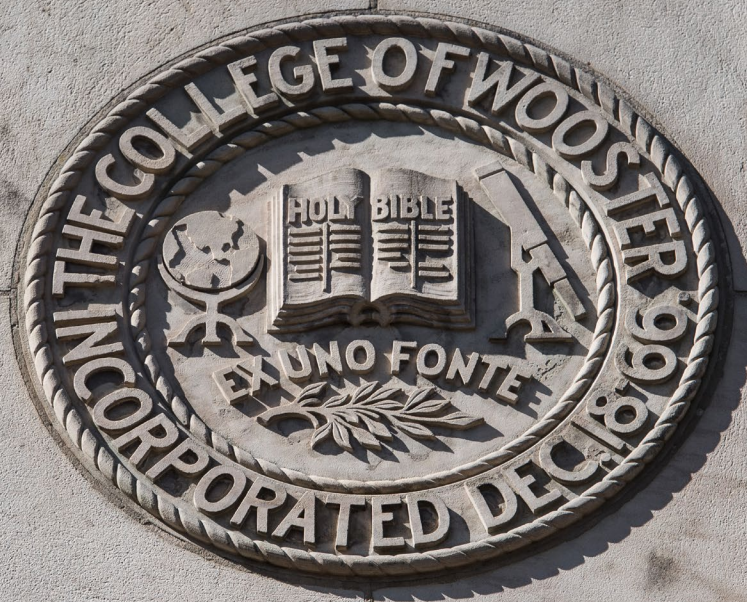
The Board has set a goal for the composition of the Board to reflect that of the student body by 2025 with a 50/50 male-female gender balance and no more than 60 percent White-identified trustees. Diversity targets prioritize recruitment of five types of diversity: religion other than Christian, First-Generation student, LGBTQ, Latinx, and age younger than 50 years. Desired skill sets (re-evaluated annually), professional experience, historical engagement with the College, and philanthropic capacity are criteria used to identify and cultivate candidates for trusteeship.

The Board holds three regular meetings on campus during the academic year: one in October, one in late February/early March, and one in late May/early June. Meetings are held Thursday-Saturday and consist of meetings of the Board's standing committees, a strategic working session of the full Board, and a formal

business meeting of the Board on Saturday mornings. Spouses/partners of trustees are also invited to participate in their own designated programs/meetings as well as attend all dinners and social gatherings. All standing committees, task forces, *ad hoc* groups, and the full Board also meet virtually throughout the academic year as needed.

The College employs 177 full-time faculty who serve as teachers, researchers, and mentors to our diverse student body. Faculty and administration operate in a shared governance environment, and the faculty-to-student ratio is 11 to 1. Every senior enjoys a one-to-one relationship with a faculty mentor throughout their journey of Independent Study. The faculty as a whole is in charge of the curriculum and those elected to the Educational Policy Committee (EPC) review proposals for new majors, Pathways, course designations, and





position requests. Once faculty positions are approved, the Office of Academic Affairs coordinates with faculty in each department and program to hire colleagues who bring exciting research agendas and a desire to work closely with our students. The Teaching Staff and Tenure (TS&T) Committee is in charge of decisions related to tenure and promotion.

The Committee on Conference With Trustees (CWT) meets regularly with the Board and serves as a direct means of communication between Faculty and Trustees.

Wooster employs nearly 500 talented and dedicated staff to support the teaching mission of the College. Staff, faculty, and student representatives also serve on most governance committees and regularly meet with trustees in formal and informal settings.

The College has a Staff Committee, which is elected by hourly and salaried staff and serves as an advisory body between all staff members and other College constituencies. In addition to providing a forum and voice for staff on all matters pertinent to campus operations, Staff Committee works to foster a spirit of unity, pride, and cooperation among staff and ensures staff representation on major College committees, taskforces, and initiatives.

Additionally, Wooster has a Strategic Planning and Priorities Advisory Committee (SPPAC) focused on ensuring support for the strategic priorities of the College. Demonstrating a strong commitment to shared governance across various constituencies, the College practices strategic planning as an on-going process, rather than an every five to 10 years event.





SPPAC, made up of faculty and staff, is integral to the success of this process.

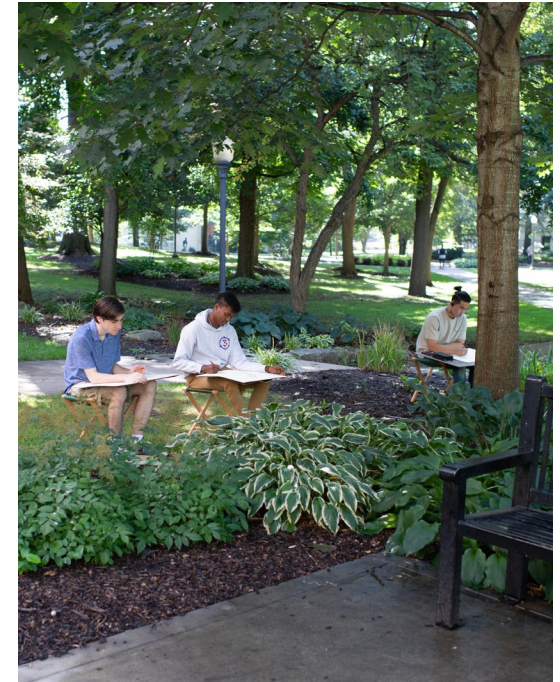
Three objectives guide the work of the President, the Board of Trustees, SPPAC, and other constituencies:

- To fulfill our educational purpose with distinction.
- To strengthen the foundations of our College.
- To sustain our momentum by developing a campus-wide culture of planning that influences all decision-making, resource allocation, and assessment efforts.

The President of the College reports to and is supported by the Board of Trustees. They will join a campus community that includes passionate and expert faculty, a dedicated and talented staff, and engaged students. The President supervises 10 officers who lead the College's major functional areas:

- Provost
- Vice President of Financial and Business/Treasurer
- Vice President for Advancement
- Vice President for Student Affairs/Dean of Students
- Vice President for Equity, Inclusion, and Diversity
- Vice President for Enrollment
- Chief Communications and Marketing Officer

- Chief Information and Planning Officer
- Chief of Staff
- Special Advisor to the President for Title IX and Civil Rights



# Wooster and the Northeast Ohio Region

The City of Wooster, a vibrant Main Street community of roughly 30,000, is located approximately 50 miles from Cleveland and 35 miles from Akron and boasts a strong, diversified economy, two major hospital systems, a downtown full of great restaurants and shops, and easy access to outdoor recreation opportunities. It's a short drive to Ohio State's Secrest Arboretum, the mountain biking trails at Vulture's Knob, and the 1,000-acre Mohican State Park.

Wooster ranks in the Top 15 of 543 micropolitan areas in the U.S. by Policom—a measure of Economic Strength that looks at the long-term tendency for an area to consistently grow in both size and quality. Money Magazine ranked Wooster #37 out of 100 in its 2017 Best Places to Live.

Wooster is also home to the Ohio Agricultural Research and Development Center (OARDC), the research institution of The Ohio State University College of Food, Agricultural, and Environmental Sciences. The College of Wooster partners with OARDC in a variety



of ways, including as part of Wooster Science Café, a long-standing public science initiative held monthly throughout the academic year to provide a forum for dialog between the public and scientists about contemporary topics.

A number of other longstanding partnerships connect the campus and its people to the city of Wooster and the greater Northeast Ohio region, whether it be the nearly 500 student teachers placed at K-12 institutions throughout the region each year, our award-winning Wooster Chorus singing alongside the Cleveland Orchestra Chorus in Cleveland's historic Severance Hall, students learning beside residents at Indian River Juvenile Correctional Facility as part of Professor of Sociology Anne Nurse's Deviance and Criminology course, a variety of funded research fellowships, internships, and consultant projects, or any number of community service projects.

## Wooster is a Top 15 Micropolitan City

### Population of Wooster 30,000

Located within **one-hour** drive of Cleveland and Akron and **90 minutes** from Columbus.









An Education  
Wrapped in Value









# Wooster's Value is Widely Recognized

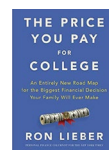


Since 2002, *U.S. News & World Report* has asked college presidents and deans which colleges provide the best undergraduate research opportunities and senior capstone experiences. Only two have made both lists every year: Wooster and Princeton.



**“The College of Wooster is nationally recognized for its commitment to Independent Study and its international focus.”**

## “How Wooster puts it all together”



In his best-selling book, *The Price You Pay for College*, New York Times columnist Ron Lieber writes about value factors that are “worth paying for” in a college. Examples include great teaching and mentoring, small classes, stand-out career centers, and a diverse campus community. He dedicates an entire chapter to one school that best represents these value aspects—Wooster!

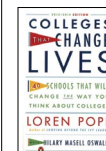
← What Lieber refers to in *The Price You Pay for College* as an “Academic Woodstock!”



Wooster earned distinction from The Princeton Review as a “Best Value College,” and ranks 11th nationally for Internships.

## Wooster ranks #16 in the nation for the number of international students

We rank #1 in Ohio for international students, too.



## Colleges That Change Lives

Loren Pope, founder of Colleges That Change Lives, called The College of

Wooster “my original best-kept secret in higher education ... I can testify that there is no better college in the country.”



# Only at Wooster



Wooster's campus has more trees than students and holds an official Tree Campus USA designation. Our faculty also love to hold class or one-on-one mentoring meetings in the Oak Grove when weather permits.



Many first-time visitors to the Wooster campus are quite taken by the sight of black squirrels scurrying around the grounds, and some even consider the cute-looking critters an unofficial mascot of sorts.



Generations of Wooster alumni have continued the tradition of removing their personal Wooster brick upon graduation.



Bagpipers, and their signature MacLeod tartan kilts, have provided a unique flare to Wooster's campus for decades. On gamedays, our pipe band leads the Fighting Scots football team onto the field, creating a defining Wooster moment!



So, what's with the Tootsie Roll? When Wooster seniors hand in their Independent Study (I.S.) senior capstone projects on I.S. Monday, they're handed back a black-and-gold button that proclaims, "I Did It," plus a Tootsie Roll. (If you know any Wooster alumni, ask whether they still have theirs!)





# Value of a Wooster Education

**P**reparing every student for a successful launch.

Wooster students graduate and become leaders of character and influence in a global and interconnected society.

**GALLUP®**

In the largest-ever survey of 30,000 college graduates,

Gallup found that having a mentor in college and working on a long-term project were two of the most powerful factors linked to having “great jobs and great lives” after graduation.



**Mika Yonaha '21**

**Experience Designer,  
Harmony Center  
Experience for  
Children in Tokyo**

**I.S. Title:** Dragon Nest:  
Immersive Experience Design.

Working with faculty advisors to develop a student-designed major in digital design of entertainment environment, Mika Yonaha '21 combined her interests in computer science, studio art, interior design, and theatre design. She wanted an internship that allowed her to explore her interests in the design of amusement parks, restaurants, and museums.



“I can’t pick just one professor or advisor—the collective support I’ve received at Wooster has helped mold me into who I am today. Being part of such a tight knit community really helped me get comfortable asking questions of my professors to better engage with the material. There’s not a single moment where I felt like there weren’t at least a few people rooting for me.”

– Marcel Elkouri '21



**Marcel Elkouri '21**

**Doctoral Candidate in  
Neuroscience, University  
of Michigan’s Program in  
Biomedical Sciences**



**Claire Wineman '21**

**Environmental geoscience**

**I.S. title:** The development of a procedure for the pXRF analysis of soil cation exchange capacity in collaboration with Colorado farmers

**Post-Baccalaureate Researcher, The Land Institute**

# A Wooster education provides each student a great springboard to life and work.

## OUR VALUE

Wooster delivers an experience that is both globally engaged and locally grounded, rich in opportunities for collaboration, civic engagement, professional exploration, and leadership.

## MENTORED RESEARCH

Known as America's Premier College for Mentored Undergraduate Research, every student works one-on-one with a faculty mentor for one year to conceive, organize, and complete a significant piece of original research, scholarship, or creative expression. This **Independent Study** project, known to generations simply as I.S., is the centerpiece of Wooster's commitment to mentored research and a badge of distinction for all graduates as they head into the world of work.

Participating in mentored research helps develop independent judgment, creativity, project-management and time-management skills, self-confidence, and strong written and oral communication skills: precisely the abilities prized by employers and graduate schools alike.

## THE RESULTS SPEAK FOR THEMSELVES:

**96%**  
of Wooster graduates are employed or in graduate school within six months of graduation

**91%**  
are accepted by their first-choice graduate school

## RECENT GRADUATES

### Work at these organizations:

- Amazon
- Autodesk, Inc.,
- Bank of America
- CNN
- Coca-Cola
- Deloitte
- U.S. Department of Energy
- Environmental Defense Fund
- Gecko Robots
- Epic
- GrubHub
- Nestlé
- National Institutes of Health
- Noble Network of Charter Schools
- Sprout Social
- Subaru
- The Aspen Institute
- Cleveland Clinic

### Attend these graduate schools:

- Cornell University
- Emory University
- University of Michigan
- Georgetown University
- MIT
- Princeton University
- University of Oxford
- The Wharton School at University of Pennsylvania
- Yale University
- Vanderbilt University
- Stanford University
- University of Chicago

# Our Financial Strength







## 2020-21 Breaks Fundraising Records

Total fundraising activity including cash gifts, pledges, and deferred gifts, as well as gifts to The Wooster Fund, set records in the 2020-21 fiscal year.

## Finances and Fundraising Strength

In 2018, the College concluded the most successful comprehensive fundraising campaign in its history. *Wooster's Promise: The Campaign for Our Future* raised just over \$190 million in cash and commitments to support five major priorities: student financial aid, academic strength, experiential education, the life sciences, and the Wooster Fund. Overall, the campaign exceeded its goal by \$25 million.

More than 42 percent of Wooster's alumni participated, including 5,790 first-time donors and 9,335 who gave in at least two of the campaign's five years. In all, 1,471 individual donors gave more than \$55 million to support student financial aid, including the creation of 71 new endowed scholarships. More than \$19 million was raised to endow three new professorships and 34 new funds to support faculty scholarship, student Independent Study research, and individual academic department initiatives. Another 10 endowed funds were created to support APEX,

the College's integrated center for student academic and career advising, planning, and experiential learning, while the Wooster Fund, which provides operating support for every part of the College year in and year out, took in just over \$17 million, from more than 14,000 individual donors.

As of December 31, 2021, the endowment's market value was \$437,832,433. Between July 1, 2020 and June 30, 2021, the College received \$20.3 million in current gifts or cash including gifts, grants, and pledge payments from alumni, families, trustees, foundations, corporations (including family foundations and donor-advised funds), and others. This support reflects direct support for the College's operating budget including the money given to The Wooster Fund. It also includes gifts to create new or support existing endowed funds, those that support capital projects, and undesignated gifts.



ENDOWMENT

**\$437,832,433**

Endowment value as of 12/31/21

**A1**

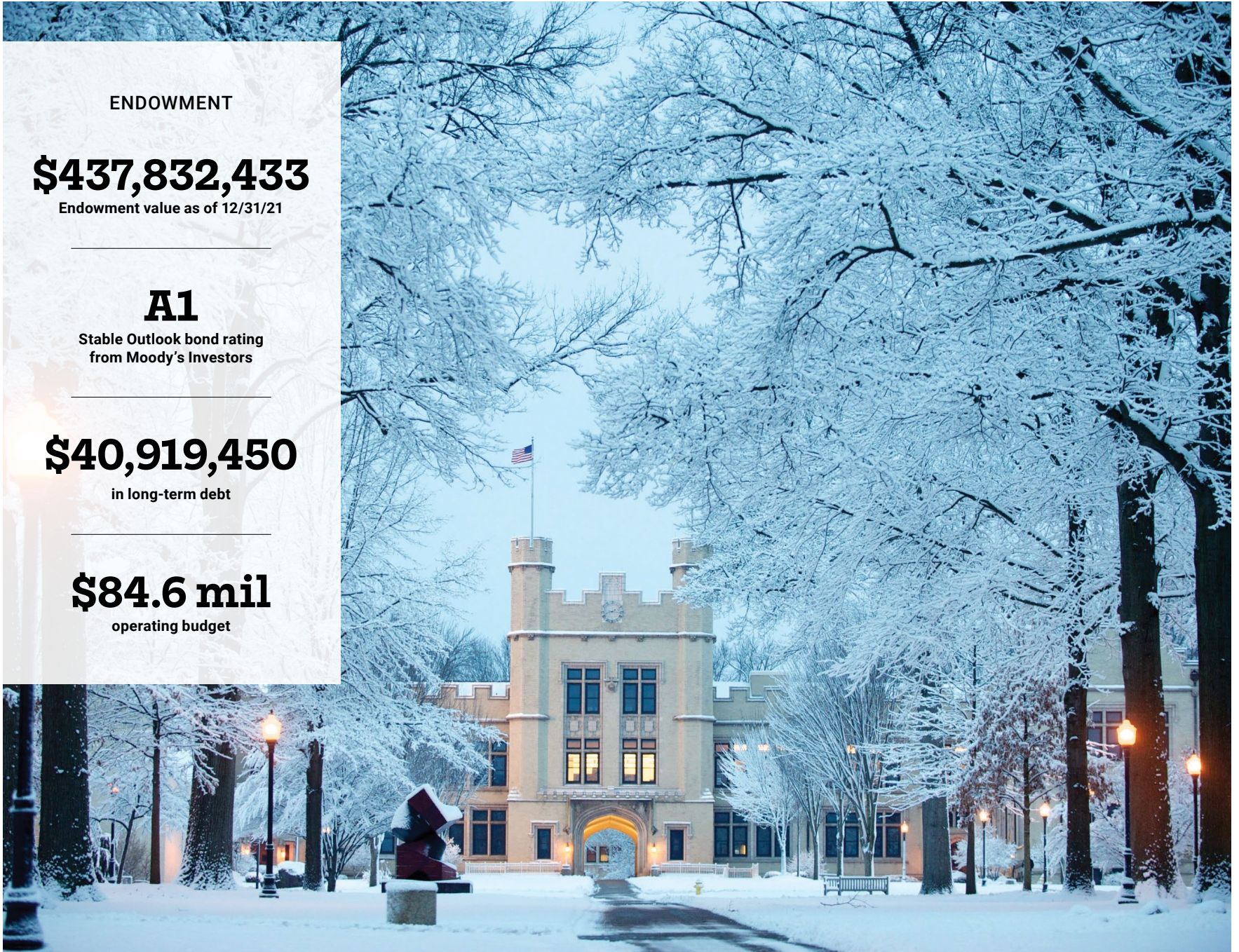
Stable Outlook bond rating  
from Moody's Investors

**\$40,919,450**

in long-term debt

**\$84.6 mil**

operating budget









# World Class Educators and Scholars

Wooster's faculty include 177 world class educators whose research informs and enriches the student experience in the classroom, the lab, the field, and above all in the one-on-one mentoring of senior Independent Study. Faculty oversee more than 50 academic programs in the sciences, humanities, social sciences, and the arts, including new interdisciplinary Pathways.

## TEACHING INNOVATIONS

Wooster Faculty are well-known for their pedagogical ingenuity. *U.S. News and World Report* ranked us 27th in the nation for "Best Undergraduate Teachers" and The Princeton Review gave us accolades for "Great Professor Accessibility" & "Making an Impact."

Faculty incorporate innovative approaches within and far beyond the classroom, often drawing students into experiential learning opportunities.

[Anne Nurse, professor of sociology and anthropology at The College of Wooster found a new way to engage with incarcerated students](#)

[Susan Lehman, Victor J. Andrew Professor of Physics at The College of Wooster, recently published an article in Granular Matter](#)

[The College of Wooster Department of Communication Studies has received the prestigious 2021 Rex Mix Program of Excellence Award from the National Communication Association](#)

[Jimmy A. Noriega, associate professor of theatre and Latin American studies, will travel to Belgium with his theatre company, Teatro Travieso/Troublemaker Theatre](#)

## SCHOLARSHIP THAT MAKES A DIFFERENCE

Wooster faculty's scholarship is featured in top peer-reviewed, academic journals, and frequently picked up by popular news outlets, such as the New York Times, BBC, NPR, and Good Morning America. What is central to almost all of their work is that it makes a difference—both publicly and for our students. Students have the opportunity to work directly with faculty from day one in First-Year Seminar, most pair with a faculty member for a Sophomore Research Assistantship or internship, and every student works on an undergraduate research project of creative endeavor alongside a faculty advisor during their Senior year.

[Professor Olivia Navarro-Farr leads exploration of major Maya archaeological site](#)

[Erzsébet Regan works to understand disease at the molecular level](#)

[Wooster CSD professor honored for his service to those impacted by hearing loss](#)

# Creating Connections and Building onto Wooster's Academic Excellence



In 2018 and 2019, Wooster faculty introduced five new interdisciplinary majors in environmental geoscience, environmental studies, education, global media and digital studies, and statistical and data sciences.

Amid the ongoing pandemic, the College in 2020 followed up with the introduction of new interdisciplinary Pathways programs, optional add-ons to students' major course of study that bring together academic interests, hands-on experiences, and career exploration for credit. Wooster students can now choose from eight programs: Activism & Social Change, Data Exploration & Communication, Digital & Visual Storytelling, Entrepreneurship, Environmental Communication & Action, Global Impacts, Museum & Archival Studies, and Public Health.

Experiential Learning has expanded across the curriculum both as part of existing outlets such as APEX Fellowships and Applied Methods and Research Experience (AMRE), as well as new Pathways programs and individual departments working to identify and credential internships, volunteer work, jobs, research, off-campus study, and other applied experiences in new ways that more accurately reflect the outcomes of those endeavors.

Teams of faculty and staff across the College are currently engaged in planning for the implementation of team-based mentoring to help students recognize opportunities for collaboration early on in their academic careers as a way to bridge the gap between the already-successful mentoring ventures for first-year students and Wooster's nationally recognized I.S. program.





## Areas of Study

Wooster offers Bachelor of Arts degrees in over 100 programs, providing the opportunity to combine interests by completing a double major or self-designing one. Students may alternatively choose among three different music degrees.

### KEY

Major Minor Pathways

Pre-Professional Advising

DEGREE PROGRAMS: BA, BM, BME, BMT

Activism & Social Change	P
Africana Studies	M M
Anthropology	M M
Archaeology	M M
Art History	M M
Art – Studio Art	M M
Biochemistry and Molecular Biology	M
Biology	M M
Business Economics	M
Chemistry	M M
Chinese Studies	M M
Classical Studies	M M
Communication Sciences & Disorders	M M
Communication Studies	M M
Comparative Literature	M M
Computer Science	M M
Data Exploration & Communication	P
Digital & Visual Storytelling	P
Earth Sciences	M

East Asian Studies	M M
Economics	M M
Education	M M
English	M M
Entrepreneurship	P
Environmental Communication & Action	P
Environmental Geoscience	M M
Environmental Studies	M M
French & Francophone Studies	M M
Geology	M M
German Studies	M M
Global & International Studies	M
Global Impacts	P
Global Media & Digital Studies	M M
History	M M
International Business Economics	M
Latin American Studies	M
Mathematics	M M
Middle Eastern & North African Studies	M
Museum & Archival Studies	P
Music	M M

Music Education	M
Music Therapy	M
Neuroscience	M
Philosophy	M M
Physical Education	M
Physics	M M
Political Science	M M
Pre-Architecture Program	PPA
Pre-Dentistry	PPA
Pre-Engineering	PPA
Pre-Health	PPA
Pre-Law	PPA
Psychology	M M
Public Health	P
Religious Studies	M M
Russian Studies	M M
Self-Design Major	
Sociology	M M
South Asian Studies	M
Spanish	M M
Statistical & Data Sciences	M M
Theatre and Dance	M M
Urban Studies	M M
Women's, Gender & Sexuality Studies	M M

# Helping students dream, plan, and integrate their education with the world of work.

**A**PEX is Wooster's center for Advising, Planning, and Experiential Learning, the home of seven different offices. It's where students will combine their plans for their four years as a student with their goals for life after graduation.

## Funded Experiences:

- **APEX fellowships** fund summer internships and career exploration opportunities—from Atlanta and New York to Addis Ababa and Beijing—for scores of Wooster students each year.
- **Paid Internships:** Throughout the year, Wooster students gain on-the-job experience as paid interns on campus, in the community, or in various locations during summer and winter breaks. They also have the opportunity to apply for funding for internship experiences through APEX.
- **Applied Methods and Research Experience (AMRE)** is a paid, eight-week, summer program in which faculty advised student consulting teams partner with Fortune 500 companies, local businesses, and non-profits to solve real-world business challenges.

## GLOBAL ENGAGEMENT

Nearly 2/3 of each class has at least one off-campus experience in the U.S. or in one of 60+ countries during their time at Wooster, whether a year, semester, summer, spring, or winter break.

## LOCAL SOCIAL JUSTICE INTERNSHIP

The College has introduced a new locally focused in-house summer Social Justice Internship program in the local community, supported through APEX fellowships.



## APEX OFFICES

Academic Advising  
Academic Resource Center  
Career Planning  
Entrepreneurship  
Experiential Learning and  
Community Engagement  
Global Engagement  
Registrar







**W**ooster has grown to be the most international campus in Ohio and 16th in the U.S. for percentage of international students, and among the most diverse. Currently, international students make up 17 percent of Wooster's total enrollment and hail from 68 countries. U.S. students of color account for 24 percent of the student body.

The Class of 2025 is the largest first-year class at The College of Wooster in over a decade. The students represent a wide variety of places and backgrounds, are mostly still undecided about a major, but

are decidedly on campus and ready to start their journeys as Fighting Scots.

Wooster has 584 first-year students this year, representing 41 U.S. states and the District of Columbia and 43 countries. All but a few Wooster students returned to campus this past fall, with 15 international students in the Class of 2025 arriving for the start of this spring's semester. The geographic diversity of the College's overall student population grew again this year, too, with students from 48 states and 68 countries now on campus.

Ohio students are a big part of the Class of 2025, too, making up 31 percent of the class.

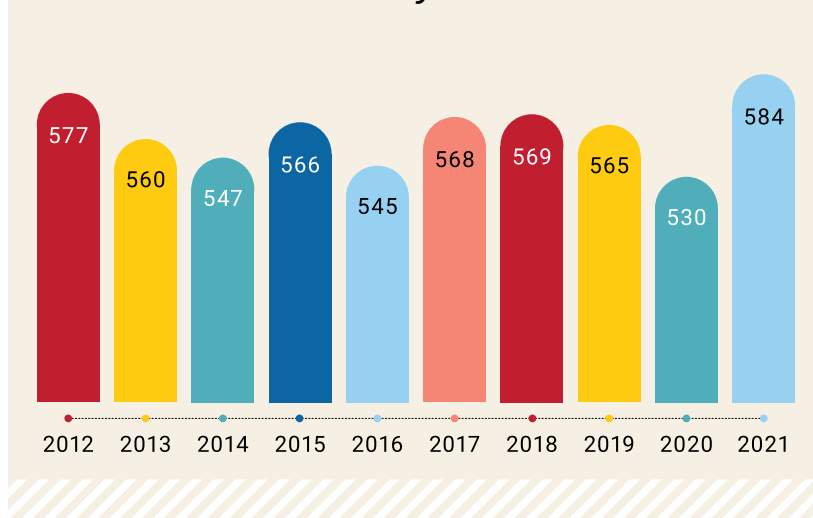
Many first-year students, like those in Class of 2024, made connections at Wooster and learned about all the college has to offer after taking advantage of virtual admissions events and modified in-person campus tours when COVID-19 restrictions limited the ways in which high school students could explore colleges.

The newest Wooster students are as accomplished as they are numerous. More than 40 percent

of students who came from a high school with class rankings were in the top 10 percent of their classes and more than 71 percent were in the top 25 percent of their classes. Creating opportunities for students who are the first in their families to attend college is an important priority at The College of Wooster, and this year's class reflects that push, with first-generation college students making up 17 percent of the first-year class.

Members of the Class of 2025 received admission from among 6,600 applicants from 95 countries and all 50 states.

## First-time First-year Enrollment





### **WOOSTER IS TEST-OPTIONAL!**

The College of Wooster is test-optional, providing students the opportunity to present application material that accurately reflects their diverse academic talents and potential. Students can submit either the SAT or ACT if they feel their results best represent their academic potential.

## **Our commitment to transparency is lauded by The New York Times**

**W**ooster understands that families are often curious, and may be overwhelmed, when it comes to projecting college costs. Most colleges don't make scholarship and financial aid offers until the winter or even spring of a student's senior year. We think there's a better way ... **Wooster's Early Aid Estimator.** The information provided is evaluated by individuals—our admissions and financial aid professionals—not an algorithm. Students receive a personalized projected aid award, including both institutional grants and scholarships, as well as funding from all government sources, even before applying for admission.

[Read more about Wooster's Early Aid Estimator.](#) Backed by strong endowment performance (now valued at over \$438 million), Wooster is proud to deliver average financial aid awards of over \$47,000.



Living, Learning,  
and Thriving  
Together









# Campus Life



## 99% OF STUDENTS LIVE ON CAMPUS

Wooster boasts a thriving residential community, where students live on campus all four years. A variety of housing options are available, including: 14 residence halls, theme-based housing, as well as more independent living options in our 10 apartments, 2 charter houses, 5 language suites, and 20-30 program houses.

**120+** student organizations and clubs across a variety of categories.

- Academic
- Arts & Culture BIPOC & Intercultural
- Club Sports
- Fraternities & Sororities
- Gender & Sexuality
- Honorary
- Media
- Performance
- Religious & Spiritual Life
- Service & Civic Engagement
- Special Interest
- Student Government



**NEW!** Q Space, Black Student Association (BSA), and Latinx lounges help students build community and find salience in their identities.



Wooster's library system, listed on Princeton Review's **Top 20 "Best College Libraries,"** houses nearly 700,000 book volumes in three facilities: Andrews Library, The Gault Library for Independent Study, and the Timken Science Library. The Collaborative Research Environment (CoRE) in Andrews Library was created in 2012 to give students the digital technology and resources to conduct research, brainstorm, and collaborate with faculty and other students.









# Fighting Scots Athletics

**W**ooster boasts a storied athletic tradition unlike any you'll find at the NCAA Division III level. Followed by a dedicated Fighting Scots fan base, students compete as part of 23 NCAA varsity teams. In addition, a variety of intramural sports, clubs and wellness programs are scheduled throughout the academic year.

A spirited tradition of excellence  
unlike anything  
you'll see at the  
Division III level.



## 23

### Intercollegiate NCAA Division III Athletic Teams

Baseball (M)  
Basketball (M/W)  
Cross Country (M/W)  
Field Hockey (W)  
Football (M)  
Golf (M/W)  
Lacrosse (M/W)  
Soccer (M/W)  
Softball (W)  
Swimming & Diving (M/W)  
Tennis (M/W)  
Track & Field (M/W)  
Volleyball (W)

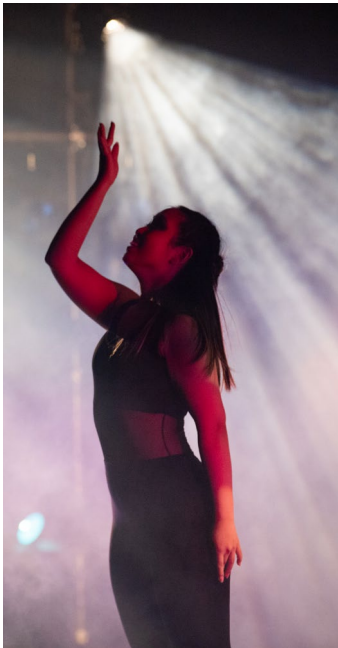
### Club Sports/Intramurals

Ballroom Dance Club	Men's Ultimate Frisbee
Basketball – 3 on 3	People United for Sports and Health
Blackbirds	Quidditch
Irish Dance	Soccer
Chasing Hip Hop	Softball
Dance Team	Table Tennis Club
Cricket Club	Volleyball
Danza Zumba	Women's Rugby
Flag Football	Women's Ultimate Frisbee
Equestrian Club	Wooster's Outdoors Club
Ice Hockey Club	Yoga
Live Action Role Play	
Men's Club Volleyball	





Perform. Dance. Sing. Play. Act.  
Design. Stage manage. Attend.



**W**ooster hosts around 100 stage performances each academic year, including works of student, faculty, and guest artists.

Majors and interested non-majors at Wooster participate in a full range of ensembles and theatre and dance productions.





## Long-term partnership, highlighted by graduate success

**T**he College of Wooster is proud to be an inaugural associated institution with The Posse Foundation for more than 13 years to support talented students from the metropolitan Atlanta area seeking to earn degrees.

Wooster welcomed its 14th Posse cohort to campus in fall 2021 with the Class of 2025 and has already admitted its 15th Posse cohort for the Class of 2026. Since first partnering with the organization in 2008, nearly 80 Posse Scholars have graduated from the College. According to The Posse Foundation, 57 percent of Posse Scholars in 2021 will be the first in their family to graduate from college. Posse Scholars, in turn, have helped to transform the Wooster campus into a much more diverse and talented student body.

The Foundation identifies, recruits, and trains college-bound students with extraordinary leadership potential.

Posse Scholars receive full-tuition leadership scholarships from Posse's partner college and universities.

Each Posse Scholar participates in eight months of "Pre-Collegiate Training" before coming to campus. While they are here on campus, the College is committed to supporting these students and helping them succeed. Each cohort is assigned a specific Wooster faculty or staff Posse Mentor, who undergoes national and regional mentor training, and meets weekly with their Posse and one-on-one with each Posse scholar every two weeks for the first two years they are at Wooster. Mentors are also supported by training staff in Atlanta.

Posse is connected to a network of public high schools and community-based organizations in the cities in which it operates who nominate talented and diverse high school students for the program. Over the course of three months, nominees take part in Posse's recruitment process.

### POSSE ALUMNI PROFILE

**Wooster alumnus**  
**Darius Scott Dixon '13:**  
Now known as a  
musical artist



**Darius Scott Dixon**, "DIXSON," received an Oscar nomination in 2022 in the *Best Original Song* category for the music and lyrics of "Be Alive" from the motion picture *King Richard*, alongside Beyoncé Knowles-Carter. The song plays during the credits for the film that focuses on the story of the father of tennis superstars Venus and Serena Williams with footage of the family. Now a singer, songwriter, and producer signed by record label Roc Nation, Dixon has collaborated with Chance The Rapper, Vic Mensa, Justin Bieber, and Pharrell Williams in addition to Beyoncé.

Dixon majored in arts and media management using Wooster's student-designed major program that allows students to work with their advisors to develop a major theme that fits them. He was also involved in Wooster Chorus and Merry Kuween of Scots, an a cappella group of all-tenor base singers that has performed on campus and locally. Originally from Atlanta, Georgia, Dixon was part of the Posse Program. He worked with advisor Denise Bostdorff, professor of communication studies, to complete an Independent Study that examined how film can be used to instruct independent music artists on branding and promotion.



# Institutional Commitment to Equity, Inclusion, and Diversity

In addition to continuing to build the internationality and diversity of Wooster's student body and staff and faculty in every area of the College, Wooster created its first [Diversity, Equity and Inclusion strategic plan](#) to ensure the campus remained equally focused on growing evermore equitable and inclusive.

As part of the DEI strategic plan, the College developed the Perry Williams Fellowship program, which has brought 10 excellent early-career faculty members to Wooster and secured a \$1.1 million grant from the Andrew W. Mellon Foundation to strengthen interdisciplinary work and faculty diversity at the College.

This was followed by the creation of a dedicated Title IX office, appointing a senior advisor to the president for civil rights and title IX Coordinator, and the establishment of the Office of the Vice President of Equity, Inclusion, and Diversity.



In 2018, new core curricular requirements were introduced to ensure all students build their capacities for understanding issues of diversity, justice, and global engagement.

With the support of several donors and advocacy of Black student leaders, a new Black Student Equity Fund was established to help close the gap for Black students at Wooster. Established in early 2020 through the work of Black student leaders working closely with College administrators, the fund's focus is to strengthen opportunities available to Black students both inside and outside the classroom, so that every Black student has a more equitable and excellent

experience at the College. Income from this fund will be used for, but not limited to, travel and other costs associated with experiential learning or off-campus study; travel for emergency personal/family purposes; assistance with necessities such as books, fees, room & board, and tuition; fees for mental health care or other health-related costs; and any other costs that may be critical for the recipients' thriving, learning, and well-being. More than \$68,000 has been received to support this fund and this number continues to grow. This fall, the first seven students received support from the fund for expenses including fees, travel, and personal expenses.





# Transforming the Heart of Campus

**S**tudent thriving and well-being are at the heart of a \$40 million renovation to Wooster's student center, marked by a move to centralize resources for student support and introduce a variety of informal spaces for club and organization meetings, group work, and relaxation.

The Lowry Center Transformation Project has reached the second half of Phase 1, with the new 8,000-square-foot front entrance off of Beall Avenue set to take form over the next few months. The project has continued to receive strong support from donors, approaching the stated target of \$37 million raised. On the job site, crews have successfully demolished the ground and main-level interior structures and the front elevation and are currently working to build the foundations for the new building entrance.

Mechanical, electrical, and plumbing is well-underway for the ground and main levels, and metal stud framing is nearly complete on the main level. Contractors will continue their work on the ground and main levels and on the northwest and southeast corners of the building throughout the remainder of the year. Exterior work around the entire building, which began in May 2021, will continue until August 2022.

Construction is scheduled to be completed by early January 2023, prior to the start of the spring semester, all services and offices move to their permanent locations in Lowry Center.

See updates on the project at [wooster.edu/student-center](https://wooster.edu/student-center).





# 24/7 On-Campus Wellness Center

The Longbrake Student Wellness Center is a one-of-a-kind comprehensive health center for students enrolled on a full-time basis. The staff consists of physicians from the Cleveland Clinic Wooster, professional mental health counselors, health education coordinator, certified athletic trainers, office administrator, and registered nursing staff.







**78%** of alumni have been engaged with Wooster over the last three years, whether attending events, serving as admission volunteers, mentoring or hosting student internships, or more.

**74** alumni virtual and in-person events per year





# Distinguished Alumni

**26,371**  
Alumni

**W**ooster alumni go on to achieve success in every aspect of society and in cities and towns across the globe. Here are just some of our Fighting Scots making a difference in this world.



**Helen Murray  
Free '45**

Renowned chemist who co-developed the dip-and-read diabetes test, a revolutionary diagnostic test that uses a paper strip to detect glucose in urine



**Megan Cooper '95**

An associate professor of rheumatology at Washington University and director of the clinical immunology program at the St. Louis Children's Hospital, she researches genetic sequencing of COVID-19 patients



**Max Lesko '06**

Served on the Biden Transition Team working on the Domestic COVID response before joining the United States Public Health Service Commissioned Corps as Chief of Staff in the Office of the Surgeon General



**Don Kohn '64**

Former vice chair of the Federal Reserve Board of Governors and a senior fellow at the Brookings Institution



**Dekila  
Chungyalpa '98**

During a fellowship with the World Wildlife Fund she began working with faith leaders, being "asked by His Holiness the Karmapa, the head of the Karma Kagyu School of Tibetan Buddhism, to create a set of environmental guidelines for his monasteries and nunneries," inspiring her to create and lead the Sacred Earth Initiative



**Chelsea Barnes  
'07**

A recipient of Energy News Network's 40 under 40 awards for her clean energy work, she lobbied the Virginia Legislature for a grant to develop renewable energy on former coal-mined land



**Kurt Russell '94**

Named the 2022 National Teacher of the Year by the Council of Chief State School Officers (CCSSO), he was recognized for emphasizing cultural relevance and representation through his classes



**Christabel Dadzie  
'04**

A senior social protection specialist for the Social Protection and Jobs Unit at the World Bank based in Ghana, she founded Ahaspora, an organization that "promotes brain gain by supporting people returning home [to Ghana]"



**Lauren Hines '09**

Working for U.S. Citizenship and Immigration Services as a Spanish-speaking refugee officer, she interviews people fleeing their countries of origin, often speaking with people interdicted at sea by the U.S. Coast Guard who fear returning to their country





# Challenges & Opportunities



**T**he next President of The College of Wooster will join an institution remarkable for its distinctive educational mission, the passion and dedication of its faculty and staff, and the diversity and international background of its students. The College has a vibrant campus, a deep commitment to building and supporting an equitable, diverse, and devoted community, strong board support, and a record of success in fundraising and enrollment.

**Engage the College's many constituencies in articulating and championing Wooster's distinctive and transformative education.**

Independent Study, or as it is known on campus, I.S., is the defining curricular experience of a Wooster education and is the centerpiece of Wooster's commitment to mentored research. Every student at Wooster works one-on-one with a faculty mentor in a year-long project to produce a work of original scholarship or creative expression. It is the reason that the College is known as America's Premier College for Mentored Undergraduate Research. In the last decade, faculty and staff have worked to build on the transformative impact of I.S. with new initiatives to expand interdisciplinary study, experiential learning, career preparation,

and team-based mentorship. The next President will engage the campus to leverage the strength of I.S. and experiential education to help attract and prepare students for lives of purpose in a rapidly evolving world. I.S. presents weighty teaching, research, and support demands on faculty and staff that require careful attention. The next President will recognize and support the unique commitments necessary to support mentored research, while encouraging continued innovation to further the impact and distinction of a Wooster education. Articulating the value and unique nature of a Wooster education will continue to raise its national profile, enabling the College to attract and retain a diverse and sustainable student body.

**Support and retain an exceptionally committed faculty and staff who are seasoned, loyal partners.** The next President must restore the campus community through listening, dialogue, and consensus-building focused on shared institutional purpose. The COVID years have presented several challenges, including staff and faculty departures, workload pressures, the outsourcing of dining and custodial services, and budget reductions. The next President should recognize and celebrate the many contributions of faculty and staff and identify ways to support and retain them. In addition, the next President will need to model and encourage transparent and inclusive decision making, appropriate delegation, robust shared governance, and meaningful faculty and staff participation in order to promote trust and mutual respect that is fundamental to this tight-knit community.

**Ensure a robust student experience.** Wooster students hail from a variety of backgrounds and unite for a common, profound four-year living and learning experience in a community that spans a wide range of experiences, traditions, cultures, perspectives, and beliefs. Wooster takes pride in meeting students where they are in their academic and personal journeys. Outside the classroom, students benefit from a broad offering of meaningful co-curricular experiences—athletics, music, theater, and clubs. The College recognizes the need to further support students who may be grappling with the financial, academic, spiritual, or emotional challenges



of the college experience. To improve retention and student outcomes, the next President will ensure a campus culture that is supportive and proactive in addressing the holistic needs of today's students.

**Foster an equitable, inclusive, and diverse living, learning, and working community where all members belong and thrive.** The College is proud to be a campus that is home to an ever-diversifying and more global student body, faculty, and staff. As Ohio's most internationalized campus, Wooster benefits from the mix of cultures who gather on campus. The next President will reaffirm Wooster's commitment to building an equitable, inclusive, and diverse environment by continuing the work of creating and sustaining an intercultural community.

**Chart a clear and compelling course for the future.** In partnership with an engaged and supportive board, the next President will build upon the *Connect, Create, Discover Strategic Plan* to articulate clear direction for the College to ensure institutional vitality and student success. In addition, the next President will navigate the economic and demographic challenges facing higher education and position Wooster to be competitive. While embracing the College's mission and traditions, the next President should be bold and nimble in their approach to planning and innovation, placing the College at the forefront of those institutions providing a dynamic and distinctive liberal arts education to current and future students.

**Increase the financial capacity and resources of the College.** Building on the accomplishment of the most successful comprehensive fundraising campaign in the College's history, *Wooster's Promise: The Campaign for Our Future*, the next President will continue the fundraising momentum, enthusiastically connecting and articulating the College's needs and aspirations to potential donors and alumni. Growing the endowment by philanthropy and investment is crucial for the College's future. In addition, the President will work with faculty, staff, and trustees to foster both innovative thinking around the development of new, and diversification of existing, revenue streams and thoughtfully consider programs that no longer serve the mission of the College. Through

regular assessment and review, the next President will ensure the budget aligns the College's resources with measurable and sustainable mission-driven goals and be willing to leverage current resources or make strategic investments, as needed.

**Bolster engagement with the local community.** The ties between the College and the City of Wooster run deep. It was the local community who raised the funds to establish the College and build its first buildings in 1866. More recently, the relationship has had its challenges. Building closer ties with the City of Wooster and the broader region will enrich the experience of faculty, staff, students, and community members. The next President will play a key role in making the College more accessible to the community and identifying mutually beneficial relationships that further the College's curricular and co-curricular objectives.

# Qualifications & Personal Characteristics





**W**ooster seeks an inspiring leader whose professional experiences and personal values align with the College’s mission and aspirations. The next President will possess many of the following qualifications and experiences:

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Proven commitment to academic excellence;</li> <li>• Evidence of scholarly, creative, or professional accomplishment;</li> <li>• Leadership in a similarly complex organization with multiple engaged stakeholders;</li> <li>• Demonstrated commitment to integrating equity, inclusion, and diversity into approaches, practices, and initiatives;</li> <li>• An excellent steward of resources, able to budget and invest strategically to meet long-term goals and mission;</li> </ul> | <ul style="list-style-type: none"> <li>• Track record of leading, mentoring, and empowering a leadership team with clearly defined, measurable goals and objectives;</li> <li>• Ability to lead meaningful change around challenging issues;</li> <li>• Skill in developing and implementing an institutional vision;</li> <li>• Significant record of accomplishment in hiring, developing, and retaining diverse and high-functioning teams;</li> <li>• Experience engaging governing boards in the leadership of an institution;</li> </ul> | <ul style="list-style-type: none"> <li>• Excellent communication and listening skills, with a commitment to transparency;</li> <li>• Skill in using data for effective decision making;</li> <li>• Understand and value the importance of enterprise risk management;</li> <li>• Demonstrated success in and enthusiasm for raising funds from a variety of sources; and</li> <li>• Proven facility for enhancing and deepening meaningful positive relationships between an institution and its local community.</li> </ul> |
|--|--|--|
- To function best in the Wooster community, the President should be:
- Well-positioned to embrace and implement equity, inclusion, and diversity work intrinsic to the mission and values of The College of Wooster and commit to its future;
  - A tireless champion of the liberal arts and mentored undergraduate research;
  - Committed to the curricular and co-curricular student experience and outcomes inherent to a residential liberal arts college;
  - Keenly aware of the evolving market and nature of higher education in the 21st century;
  - An empathetic, inspiring leader and community builder;
  - Able to lead the institution and its faculty, staff, students, trustees, alumni, and friends through difficult times and decisions;
  - Global in perspective and commitment;
  - Invested in shared governance, intrinsically collaborative, and adept at engaging others in decision making and building consensus;
  - Innovative, willing to take measured risks;
  - Trustworthy, able to demonstrate the highest level of personal and professional integrity; and,
  - An engaged and accessible leader, who will be an active member of the campus and local communities.

# Applications & Nominations







**S**creening of applications will begin immediately and will continue until the position is filled. For best consideration, please send all nominations, inquiries, and applications in confidence, to:

**StorbeckSearch**  
**♦ DIVERSIFIEDSEARCHGROUP**

**Susan VanGilder, Managing Director**  
**Kenna Boyd, Managing Associate**  
[woosterpresident@storbecksearch.com](mailto:woosterpresident@storbecksearch.com)

For more information, please visit The College of Wooster's home page at [wooster.edu](http://wooster.edu).



1189 Beall Avenue | Wooster, OH | 44691

**WOOSTER.EDU**

*It is the policy of The College of Wooster to not discriminate against any employee or applicant for employment, and to take affirmative action to employ and to advance in employment all persons, regardless of their status, and to base all employment decisions only on valid job requirements. This policy applies to all employment actions, including, but not limited to recruitment, hiring, upgrading, promotion, rates of pay or other forms of compensation and selection for training at all levels of employment. Employees of and applicants to The College of Wooster will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any federal, state, or local laws regarding EEO for minorities, females, qualified individuals with disabilities, or qualified protected veterans.*