Heidelberg University is rising! With the arrival of President Robert H. Huntington five years ago there is a new excitement in the air. After engaging the campus and community in planning for the next eight years, the University has charted its prosperous future by implementing its Transformation, Improvement and Growth Strategic Action Plan.

The recently announced retirement of Provost David Weininger, who has served Heidelberg successfully as a faculty member and administrator for thirty years, creates an opportunity for his successor to partner with President Huntington and the Heidelberg faculty in the continuing implementation of the strategic plan.
The Institution

Heidelberg University is a place of great tradition and distinction. Located in the agriculturally rich and scenic region of northwest Ohio, Heidelberg is a small, private liberal arts and professional education institution, historically affiliated with the United Church of Christ. The University is a major part of the community of Tiffin, Ohio (population 18,000) and Seneca County (population 56,000), which places great value on education. Heidelberg was founded as a co-educational college in 1850 by members of the German Reformed Church, and named after the Heidelberg Catechism of 1563. Seeking to minister to the German population of Ohio, the founders established a church-affiliated institution staffed by theologically-trained faculty. Grounded on the liberal arts, the school has always focused on preparing young women and men for successful careers and great lives.

In 2009, Heidelberg College became Heidelberg University. The name was changed to reflect more appropriately the academic offerings of the school. Heidelberg has been continuously accredited by the North Central Accrediting Association of Colleges and Secondary Schools since that organization was founded in 1912, and is in the process of working toward reaffirmation of accreditation in 2016. Heidelberg offers students a strong liberal arts education with excellent professional development opportunities. Research, writing, professional growth, and leadership are emphasized through programming and curriculum.

Heidelberg places great emphasis on its students developing a relationship between academic learning and learning for life, offering bachelor of arts, bachelor of science, and bachelor of music degrees as well as master’s level graduate degrees in counseling, education, business administration, and music education. Today, Heidelberg offers 30 undergraduate majors, 30 minors, and 10 pre-professional programs. In all, there are approximately 12,000 identifiable living alumni in the U.S. and throughout the world. Located on 125 acres near downtown Tiffin, Heidelberg’s tree-lined campus has large expanses of well-manicured lawns and gardens. Alumni who return to campus, those who work here, and those who visit appreciate and frequently comment about its pristine beauty. Heidelberg’s traditional Greek Revival and Victorian Gothic style on most of its historic structures blends harmoniously with its progressive new buildings. Ten buildings, ranging in age from 82 to 157 years, are entered in the National Register of Historic Places. Since 2010 and primarily through donor support, Heidelberg has invested over $21 million in critical plant and facility improvements, i.e., built or renovated eight facilities that include Adams Hall (School of Business), the Media Communication Center, The University Commons, Talmage Residence Hall, Saurwein Health & Wellness Center, The Bryenton Center for Honors, the Beeghly Library, and the most recent in the fall of 2014, Hoernemann Stadium & The Fox Den Alumni Center.
About the Faculty

Since 2010, a total of 28 new faculty members have been hired, bringing new enthusiasm and passion, and – in collaboration with veteran faculty members – creating a new and exciting dynamic on campus. Among the 71 current full-time faculty (including 4 full-time administrators with faculty rank), 45 percent are female, 55 percent are male, and 10 percent are ethnically diverse. Approximately 83 percent of full-time faculty members hold a doctorate or terminal degree.

The University values teaching and research and each year makes awards to honor outstanding teaching and research accomplishments. There are also awards for teaching innovation, as well as a professorship in the humanities. Within the past three years, Heidelberg has established two endowed faculty chairs, with plans for a third endowed chair soon.

Student Demographics

In the fall of academic year 2014-15, Heidelberg enrolled 1,071 full-time undergraduate students and 231 graduate students. A total of 24 states are represented among the Heidelberg student body and the student-to-faculty ratio stands at 16:1. The total student body is represented by a female-to-male ratio of about 49:51 and about 45 percent of the students are first generation college students in their respective families.

The Class of 2018 is impressive academically; the female cohort entered with the highest recorded female GPA and ACT scores in Heidelberg’s history while males entered with the second highest recorded male GPA and ACT scores. Ten percent of the entering class is carrying on Heidelberg legacies, 15 percent are minorities, 19 percent are Heidelberg Scholars, 20 percent are from out of state, 24 percent are first-generation college students, and the female-to-male ratio is 41:59.
Distinctive Academic Opportunities: Points of Pride

Through the three-semester Faculty AIM Hei Student Mentoring Program, new students are paired with a mentor to help smooth their transition to college and formulate their academic plan. The faculty is highly involved in serving as mentors and advisors.

Students are encouraged to step outside their comfort zones and study abroad for a semester, a full year, or a summer term. Popular options include our American Junior Year at the University of Heidelberg in Germany (established in 1958), the Oxford Study Abroad Programme, and other programs in Spain, Mexico, and additional areas of Latin America and Europe – really, almost anywhere in the world through affiliations with various foreign study organizations. Students can also join the faculty as part of Heidelberg’s China Teaching Cohort Team at Tianjin Normal University in China in the summer (established in 1987).

New and distinctive programs such as The Patricia Adams Lecture Series, the Lichtman–Behm Genocide Lecture Series, the Education Summit, and the Executive-in-Residence Program provide opportunities for students and faculty involvement and for the local community to engage with Heidelberg in meaningful ways.

Students can choose to participate in Heidelberg’s Model United Nations of the Far West Program in San Francisco each spring. This marks the 20th straight year for that opportunity.

The award-winning “Life of the Mind” Honors Program is a comprehensive approach toward empowering students to explore their academic abilities within a community of scholars and learners. Its home, the Bryenton Center for Honors, located in the former President’s Home in the heart of the campus, provides amenities for Honors students.

The Media Communication Center is an academic media laboratory and a collaboration between Heidelberg and local radio station WTTF. Students learn skills such as media writing, announcing, producing, and the use of technology.

Students conduct individual and group research projects under the direction of faculty mentors and are encouraged to present their findings at the annual Minds @ Work Student Research Conference, preceded by the Faculty Research Symposium each spring. The Student Research Conference celebrated its 21st year in February 2014 with more than 100 participants, a record. Additionally, students often travel to regional and national professional conferences to share their findings.

The National Center for Water Quality Research is a leader in surface and groundwater research in the Great Lakes and beyond. Students have opportunities to be involved in the lab’s research activities as interns or employees in lab or field research.
The Opportunity

Heidelberg University is seeking an experienced academic leader to team with President Robert H. Huntington in achieving its ambitious and realistic goals. In the fourth year of an eight year Strategic Action Plan, the University is progressively improving academic excellence and enhancing the student experience. The Plan includes a $75,000,000 Academic Comprehensive Campaign for Excellence (ACCE), the largest campaign in the history of Heidelberg. This campaign is devoted exclusively to academics. Students are inspired to envision their lives as ones of purpose with distinction. Heidelberg University is a traditional liberal arts institution that has integrated its core curriculum with professional programs to enhance the educational experience and employability of its students.

The current VPAA/Provost, Dr. David Weininger, will be retiring in June, 2015. Dr. Weininger was named Vice President for Academic Affairs in 2007, adding Provost in 2009 after President Huntington arrived. He joined Heidelberg in 1985 as a mathematics professor.

Reporting to the VPAA/Provost is the Academic Leadership Team that consists of the Associate VPAA and Associate Deans for Counseling, Health Sciences, Social Sciences, Natural Sciences, Arts & Humanities, School of Music and Theatre, School of Education, Advising, Assessment and the Dean of the School of Business. Also reporting to the Provost are the Associate Dean of the Honors Program, the Director of the Library, the Registrar, the Director of the National Center for Water Quality Research, and the Director of the Heidelberg English Language Institute (HELI).

Reporting to the President is the Senior Leadership Team, consisting of Vice Presidents for Enrollment Management, Administration & Business Affairs, Academic Affairs & Provost, Institutional Advancement & University Relations, and the Dean of Student Affairs.

The opportunity to serve as the Vice President for Academic Affairs and Provost is an exciting prospect for an academic leader. The intimacy of the educational setting, the intensity of the teaching/learning experience, and the sense of community that extends across all constituencies create an uncommon foundation upon which the next VPAA/Provost can build. At Heidelberg there is a vibrancy of forward thinking, energetic planning, and creative leadership focused around expectations for continued academic enrichment and growth.

The new VPAA/Provost will be strategically positioned to help the academic community build on the faculty’s collective creativity, operate with transparency, challenge current institutional assumptions and expectations, and take prudent risks in order to transform, improve, and grow the institution.
The VPAA/Provost will engage an agenda that includes:

**Creative and Strategic Thinking**
In 2010, Heidelberg adopted a new Strategic Action Plan that will guide its progress through 2018. The planning initiatives include faculty development, student residential and activity facility improvements, renovation and building of several key buildings on campus, the $75,000,000, Academic Comprehensive Campaign for Excellence (ACCE) and other improvements. This plan offers the flexibility for creative and strategic thinking in its implementation and in planning the next strategic arc of growth.

**Collaboration across Campus**
The VPAA/Provost is expected to maintain focus on the team effort of every constituency in addition to Academic Affairs. Particular emphasis should be placed on working in unison with Student Affairs to assure a positive experience for every student.

**Promoting Diversity**
At Heidelberg University, promoting and shaping diversity must include and go beyond fostering the gender, racial, and ethnic profile of the student body, faculty, and staff. The University is currently implementing the main recommendations of the Diversity Task Force Report as approved in the spring 2014. The VPAA/Provost is expected to be a leader in the campus-wide effort to model and build a diverse community in which Heidelberg students are encouraged to explore and serve the world beyond the campus.

**Strong Administrative Abilities**
In addition to exercising leadership, the VPAA/Provost will be administratively accountable for a wide range of academic activities and for oversight of professional and support staff in Academic Affairs. Attention to detail and organizational skills are essential. Working with department chairs and other faculty, chairing productive meetings, guiding effective and efficient governance procedures, and clearly articulating the University’s expectations for teaching, scholarship, and service are central to administrative success. This position must manage, with integrity, key matters such as Merit Pay and Post-Tenure review.

**Working effectively with the President**
President Huntington considers the appointment of the next Vice President for Academic Affairs and Provost to be critical to the success of Heidelberg. There is widespread agreement that the VPAA/Provost
must work in partnership with the president, while advocating for the academic programs, with each offering different perspectives and expertise, yet being able to make joint decisions in the best interest of Heidelberg.

Balanced Leadership
The VPAA/Provost needs to be an assertive leader. As the current strategic and operational planning evolves in the academic arena, the University is eager to explore additional ways to enhance its liberal arts focus as integrated with professional programs. Effective leadership will be important in:

- **Focusing on strengths and areas for improvement** – The VPAA/Provost is the chief advocate for the academic program and the faculty. In addition to planning, assessment, curricular review, faculty development, and the further refinement of the current programs, Heidelberg needs to clearly define and thoughtfully implement new offerings. Additional consideration of interdisciplinary offerings and the practical application of the liberal arts should be explored.

- **Building an effective leadership team** – The VPAA/Provost must continue to strengthen the Academic Leadership Team and the embedded leadership of the academic departments and divisions. Academic Affairs will place a higher priority on the professional development of the faculty going forward.

- **Serving all of Heidelberg** – As a key member of the Senior Leadership Team, the VPAA/Provost will bring a crucial perspective to issues that affect the entire institution. While representing the needs of the academic program, the ability to work cooperatively and with appreciation for other areas is important. Positive relationships within this team must be built on trust, candor, authenticity, mutual respect, and collaboration.

Visibility and Accessibility in the community
The personal nature of the Heidelberg community calls for the VPAA/Provost’s consistent presence on campus and in the life of the University. The VPAA/Provost is expected to be visibly engaged in the programs of both the curriculum and the co-curriculum. The ideal candidate would also engage energetically in the broader Tiffin community to ensure that Heidelberg remains a vibrant organizational leader and citizen in all ways possible.

Reaffirmation of Accreditation
Since early 2014 a steering committee of 17 members, comprised of faculty, administrators, and students, has been working with the Higher Learning Commission in preparation for the Reaffirmation of Accreditation. In addition, 6 subcommittees comprised of additional faculty and staff are developing evidence that Heidelberg meets the 5 criteria for accreditation and the Federal Compliance requirements. The subcommittees will finish their work by May 2015, and Heidelberg is on schedule for Reaffirmation of Accreditation in 2016.

Enhancing the Heidelberg Ethos
Heidelberg University has an underlying foundation of values and expectations that are characterized by deep respect and compassion, a commitment to its mission, and an adherence to the historical and spiritual traditions that make Heidelberg a positive place to teach, learn, and serve. Whether a newcomer to campus, a long–time member of the faculty or staff, a current student, or a member of the alumni family, everyone feels that the sense of community on Heidelberg’s campus is vital to its current and ongoing success. At the heart of this distinctive ethos is an appreciation for Heidelberg as an academic family that promotes a life of purpose with distinction.
The Candidate

Prerequisite qualifications for strong prospects will be those candidates who have successful experience in academic leadership. Credentials will include an earned terminal degree, preferably in the liberal arts, from an accredited and respected university. Evidence of a professional and personal commitment to leading a progressive, private liberal arts institution, integrated with thoughtful and appropriate professional programs, will provide a foundation for success.

Desired attributes for the next Vice President for Academic Affairs and Provost are numerous:

- Excellence in academic leadership sustained by intelligence, energy, integrity, and an uncompromising and caring work ethic that is tempered with excellent judgment.
- A strategic thinker and planner who will serve as the academic ballast in the next four years and beyond for the Strategic Action Plan that is in progress and will guide the future of Heidelberg University.
- One who will articulate and implement effective shared governance.
- A team builder who will serve as a role model in academic leadership, developing, empowering, evaluating, and holding everyone accountable.
- A consensus builder who will engage the faculty and community in the vision for the future.
- A respected and trusted conduit who will continue to enhance and strengthen the partnership with the president, faculty, and students.
- A leader who will sustain and enrich the value of academic affairs in collaboration with student affairs as well as the entire Heidelberg community.
- A leader who is student-centered.

In addition to the above, the successful candidate will be expected to embrace the Core Values and Personal Attributes adopted by Heidelberg University:

- Core values – models leadership values of integrity, honesty, humility, transparency, caring, respectfulness, diversity, loyalty and accountability in all work.
- Self-knowledge – gains insight from successes and mistakes.
- Intellectual dynamism – demonstrates mental sharpness, capability, and agility.
- Personal learning – seeks feedback and counsel to improve managerial behavior.
- Peer relationships – encourages collaboration and cooperation across the organization.
- Teamwork – performs most effectively as a hard-working member of a team.
- Constituency focus – completes work to meet constituencies' expectations and requirements.
- Community focus – brings a spirit of enthusiasm and energy to the campus and town.
The Application Process

The VPAA/Provost Search Committee will be evaluating materials on a continuing basis through March, 2015. Candidates should submit materials as soon as possible, before January 30, 2015, for the most favorable consideration, yet applications will be accepted until the position is filled. The new VPAA/Provost is expected to begin work on or before July 1, 2015.

Application materials should include a letter of candidacy responding to the opportunities and the desired attributes for the new VPAA/Provost, a complete Curriculum Vitae, and the names, addresses, phone numbers, and email addresses of three references, none of whom will be contacted without the formal permission of the candidate.

Heidelberg University is an Equal Opportunity Employer with a commitment to the achievement of excellence and diversity among its faculty, staff, and students.

All materials should be addressed to Blake Grangaard, Ph.D., Chair of the VPAA/Provost Search Committee and submitted electronically to HeidelbergProvost@agbsearch.com. Assisting with the search and available to nominators and prospective candidates are Thomas B. Courtice, Ph.D., Associate Managing Principal and Senior Consultant, tbc@agbsearch.com, 614–395–3229 and Jon McRae, Consultant of Counsel, ojm@agbsearch.com, 404–754–5189. All nominations, inquiries and applications will be confidential until finalists are identified for on-campus interviews.