

CARLETON COLLEGE

A Search for our Next President



Carleton Today



Carleton College shines as a premier liberal arts college with a curriculum that challenges students to learn broadly and think deeply. Characterized by its close-knit and intellectually curious community, Carleton is widely recognized as a leader in undergraduate teaching and academic rigor. Students benefit from working closely with stellar faculty and staff members who support a lifetime of exploration.

During his decade of leadership, President Steven Poskanzer has accomplished many things, including building a more diverse student body in terms of socioeconomic, race, and geography; maintaining the highest standards for faculty hiring and tenure decisions; implementing focused strategic plans; and raising more than \$400 million in the current *Every Carl for Carleton* campaign. In recent years, the college has emphasized preparing students for careers and life after Carleton, completing essential new and renovated facilities, and deepening collaborations with many institutions.

With this record of achievement and momentum, the college confronts the many challenges facing higher education today from a position of strength and aspiration. In its 12th president, the college seeks an innovative and visionary leader to develop and execute a compelling and ambitious vision for Carleton's future.

“Carleton students are not just intellectually curious, they are courageous. They are asked to do things that they have never done before, face risks they have never faced, and then they tackle the challenge not sure how things will pan out. Fail or succeed, they emerge the better for it, and then they ask for a new challenge.”

**ALFRED MONTERO,
ASSOCIATE DEAN OF THE COLLEGE,
PROFESSOR OF POLITICAL SCIENCE**

Carleton Tomorrow

Opportunities for the Next President

Carleton College is, by any measure, one of the nation's top liberal arts colleges, with high aspirations driving its future goals. The president will have a chance to lead this outstanding institution during a critical and highly fluid moment in American history and the life of the college. The president will affect the college in ways that will echo for years to come and will have the opportunity to:

Lead the Carleton community toward a new vision for success in the 21st century

The next Carleton president will have a historic assignment: ensuring that the tradition of liberal arts excellence on which the college's national reputation rests is reimagined and renewed to meet the imperatives of a new era. Carleton's strength lies in the achievements of its graduates, who learn to think across disciplinary boundaries in a residential setting that fosters cooperation. Ensuring that this educational model supports an increasingly diverse population and prepares students for the complex, urgent challenges of our time will require an innovative vision for Carleton's future success. Carleton is a collaborative community in which diverse constituencies will have a voice in a new strategic plan for the 2020s. The Carleton Board of Trustees has made clear that the next president will succeed not merely through responsible stewardship, but also by challenging and inspiring everyone connected with the college to think and act anew.

Continue to embrace and enhance Carleton's profile

To ensure a dynamic and innovative future, the president will play an integral role in enhancing the practices that have secured the college's position as a leading liberal arts institution while also embracing Carleton's unique culture and characteristics. Students from across the country and the world are attracted to Carleton's celebrated academic programs, excellence in teaching, and legacy of civic engagement. Crucial for vaulting Carleton to the next level of national attainment, the president must work vigilantly to remain at the center of the conversation about education by engaging actively on the national and international stage, sharing Carleton's many achievements, investing in signature programs, embracing innovation, and seeking strategies to address the changing landscape of higher education.

Champion a fully inclusive community

To inspire a fully inclusive community, the president will lead a robust, creative, and communitywide effort to ensure that Carleton's achievement matches its ideals on issues of diversity, equality, and inclusion. The president will support and guide the implementation of the Plan for Inclusion, Diversity, and Equity (IDE) and begin to identify and prioritize short-term action steps as well as longer-term systemic reforms for the institution. The president will finalize the plan, model its vision, and lead its implementation, including allocating resources required to ensure its success.

Carleton is committed to examining its policies, processes, cultural norms, and personal and institutional assumptions to expand the college's narrative about racism in its community. The group will ascertain what may be rooted in racism, either consciously or inadvertently, and, where needed, make changes in order to heal, strengthen, and even re-envision a fully inclusive community. ►

Carleton Tomorrow

Opportunities for the Next President

CONTINUED

Bolster financial capacity

The president will be committed to offering a premier educational experience and meeting the full demonstrated financial need of all admitted students. Delivering on this promise is expensive, and Carleton's endowment is modest compared to the endowments of its highly selective liberal arts peers. Growing the endowment is essential to ensure sustainability and affordability for all students who would benefit from a Carleton education. Building on the success of the current \$400 million *Every Carl for Carleton* campaign, the president will need to maintain fundraising momentum to fund current priorities and grow the endowment. The president must be thoughtful and strategic in managing and allocating the college's resources and stewarding a sustainable financial model that will support the mission well into the future.

Cultivate an environment of engagement that will stimulate meaningful conversation and outcomes

In the years to come, the president will continue to promote a culture of partnership, transparency, and shared governance that is crucial to the college's living up to its mission. Carleton is a small, tight-knit community that prides itself on fostering multifaceted, purposeful, and cooperative relationships. The president will lead by example in seeking and welcoming varied perspectives and will reinforce collaboration as a foundational component of Carleton's decision-making processes. The president will introduce strategies to support Carleton's effort to recruit, retain, and develop faculty and staff members of color and to create a truly inclusive and engaged workplace and community.

Embrace stakeholder interests while navigating a vision for the future

In the next decade, Carleton will need to be creative and nimble in anticipating and responding to the interests and concerns of new generations of students and other stakeholders while remaining true to its central focus on academic engagement and intellectual growth. To anticipate and respond to the interests and concerns of students, a new leader must collaborate effectively with all stakeholders, listen and interpret new needs with speed, and balance new ideas and changes with Carleton's core strengths and mission. Thus, the president will support the concerns of the Carleton community by reflecting the college's commitment to the intersectional issues of racial justice, social justice, and social climate in the broadest sense. The president will do this by modeling Carleton's values, which include a commitment to and appreciation of diverse perspectives and a dedication to institutional self-evaluation and renewal.

Deepen commitment to sustainability

Carleton is committed to environmental sustainability and established a Sustainability Office in 2010 to foster communication, collaboration, and coordination between the college and stakeholders in the broader community. The college strives to be a model of stewardship for the environment by incorporating the ideals of sustainability into the operations of the college to achieve climate neutrality. Working with all members of the Carleton campus—administrators, staff members, students, and the faculty—as well as in collaboration with the Northfield community, the president will promote responsibility and awareness and emphasize their impact on current and future generations of Carls.

Desired Qualifications

Carleton's president will be a vibrant, intellectually curious leader who has a record of intellectual, creative, and professional accomplishments necessary to engage a dynamic academic community. Successful candidates will have a history of effective leadership in a comparably complex institution or organization and the ability to engage others around a shared vision. Further, the ideal president will possess many of the following qualifications and experiences:

- Track record of, advocacy for, and participation in national conversations around the value and relevance of a liberal arts education;
- Ability to develop, articulate, and implement a strategic plan that engages the community and allows Carleton to distinguish itself while preserving its mission;
- Special skills at orchestrating critical discussions;
- Exemplary record of advancing inclusion, diversity, and equity, and evidence of resolve about the value of diversity in all its forms among students, faculty and staff members, and within the curriculum;
- Demonstrated dedication to academic excellence, learning, and outcomes aligned with liberal arts teaching;
- Deep engagement regarding the student experience and outcomes;
- Significant record of accomplishment in hiring, empowering, and retaining diverse and high-functioning teams;
- A management style that fosters collaboration, innovation, and strong performance around clear and measurable goals;
- A nuanced understanding of the evolving nature of higher education in the 21st century and success navigating strategic responses;
- Demonstrated capacity to succeed in fundraising, alumni engagement, and external relations;
- Financial acumen and the ability to steward and allocate resources strategically;
- Appreciation for the role of innovation and technology relative to the enhancement of academic programs and the student experience at a liberal arts college;
- Ability to engage and inspire faculty and staff members, students, alumni, parents, trustees, and community members;
- Exceptional interpersonal, listening, and communication skills; and
- A natural humility that fits the culture and presentation of the college.

Ideal Characteristics

To thrive in the Carleton community, the president should be:

- A bold, energetic, optimistic, humble, resilient leader with good humor who will provide respected long-term leadership;
- A forthright, balanced, accessible, and committed supporter of the principles of shared governance, transparency, and inclusive and decisive decision-making;
- Passionately committed to ensuring educational access and equity;
- A curious, genuine, enthusiastic, and highly visible leader who is energized by interacting with all members of the Carleton community and participating in the intellectual and social lives of students and faculty and staff members;
- A champion of academic rigor who will foster an environment that spurs innovative thinking around curricular and cocurricular development and educational outcomes; and,
- Entrepreneurial with a track record as an innovator, able to mount fresh solutions to recurring problems, especially in light of crises of affordability and access in higher education.

About Carleton

Founded in 1866, Carleton ranks among the best liberal arts colleges in the country, but its Midwestern roots have shaped and defined the college's values from the beginning.

After considering locations in several small towns, the General Conference of the Congregational Churches of Minnesota selected Northfield, in part because local businessman and church member Charles M. Goodsell donated 20 acres toward the new campus. (The college has been nondenominational since it was founded.)

Coeducational from the start, the college welcomed its first students in the fall of 1867. They attended classes in the former American House hotel in what is now downtown Northfield. The new school met with serious financial challenges until 1871, when Massachusetts brasswares manufacturer William Carleton agreed to donate \$50,000 to the college that now bears his name.

The following year, a \$10,000 gift from Carleton's wife, Susan Willis Carleton, helped the fledgling college move into a new building. Willis Hall still stands today on the western edge of campus and currently houses the political science and economics departments.

Built in 1888 for the family of John and Calista Nutting, Nutting House was described in contemporary newspapers as "one of the finest in the city." The Nuttings' granddaughters gave the house to Carleton in 1970, the same year it was named to the National Register of Historic Places. It has served as the official residence for Carleton presidents and their families ever since. The cream brick house is trimmed in red sandstone and the 20-room interior makes extensive use of beveled and stained glass, various hard and soft woods, and pocket doors.



Our Mission

The mission of Carleton College is to provide an exceptional undergraduate liberal arts education. In pursuit of this mission, the college is devoted to academic excellence, distinguished by the creative interplay of teaching, learning, and scholarship, and dedicated to our diverse residential community and extensive international engagements.

Carleton aspires to prepare students to lead lives of learning that are broadly rewarding, professionally satisfying, and of service to humanity. By discovering and sharing exemplary models of undergraduate education, the college seeks to be a leader among those colleges, universities, and professional organizations that share our dedication to this vision.

Faculty

As respected scholars, scientists, artists, and researchers, [Carleton's faculty members](#) are at the forefront of their fields. Collectively, they possess a spirit of innovation that consistently moves the Carleton faculty beyond good to exceptional. They are authors of [award-winning novels](#), [recognized scientific fellows](#), [cross-disciplinary researchers](#), mentors to their students, and more.

True to Carleton's distinctively egalitarian nature, faculty members know and respect one another's work, and they collaborate across disciplines. Regardless of rank, faculty members see themselves as equals and work together to be successful at Carleton and in academe.

Carleton faculty and staff members have received a [wide range of grants](#) for research, creative work, and teaching, such as National Science Foundation grants to foster the use of augmented reality tools in teaching molecular biology and to develop and test online tools for teaching quantitative skills; an Andrew R. Mellon Foundation fellowship to study the African diaspora in the Persian Gulf; numerous grants for an archaeological project on the history of small islands in the Aegean; a National Institutes of Health grant to assess how visual information about speech affects the cognitive effort necessary to understand that speech; a Henry Luce Foundation grant to support the hiring of a female mathematician; and a private arts foundation award to produce a short film on the contemporary immigrant experience. In fiscal year 2020, Carleton raised \$3.9 million in new research and teaching grant funds, including 8 institutional grants totaling \$2.7 million, 32 faculty grants to 23 unique recipients totaling \$1.2 million, and about \$30,000 in grants to staff and students.

While their research is highly regarded, faculty members truly shine in the classroom. For the past decade, Carleton professors have been rated [best in the nation](#) for their commitment to undergraduate teaching (*U.S. News & World Report*). The college's 9:1 student to faculty ratio allows collaborative relationships to develop, and the energetic commitment to learning shared by faculty members and



**"It's not simply a matter of learning.
It's a matter of recognizing that they
can make a difference."**

TSEGAYE NEGA,
ASSOCIATE PROFESSOR OF
ENVIRONMENTAL STUDIES

Faculty

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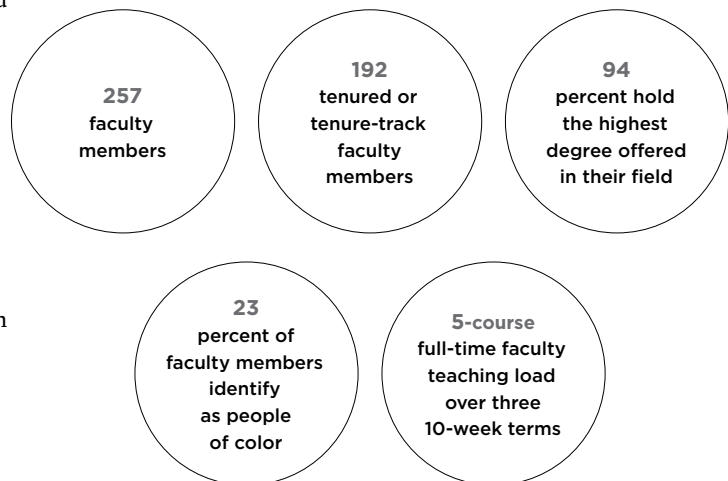


students results in exciting student-faculty scholarship. Students and professors work together on the [Dakota Language Project](#), a linguistic fieldwork project to help preserve and revitalize the endangered Dakota language. In partnership with the [Office of Off-Campus Studies](#), students and professors develop sustainable cook stoves for families in Ethiopia. Carleton faculty members are recognized internationally but are also committed to making a difference in our surrounding community. They partner with Carleton's [Center for Civic Engagement](#) to offer [Academic Civic Engagement](#) courses (18 offered fall term). Faculty also apply their research to local issues, including the [Carleton-Faribault Participatory Action Research](#) collaboration, which examines the racial and economic inequities in local schools.

"We all have the same goal: Doing what's best for our students. This frames what we do and maintains collegiality between everyone."

MARTY BAYLOR,
ASSOCIATE PROFESSOR OF PHYSICS,
CHAIR OF PHYSICS AND ASTRONOMY

Faculty Statistics



Students

Carleton students bring a range of perspectives from around the globe and possess interests that include everything from robotics to pediatrics. The incoming [Class of 2024](#) is the most diverse class in history, with 38 percent of students identifying as Black, Indigenous, or people of color. The student body represents 57 countries and fluency in 72 languages. Because we believe a socioeconomically, racially, and geographically diverse student body enriches our community

and our classrooms, Carleton distributes more than \$48 million in financial aid annually and is [committed to meeting 100 percent of students' demonstrated need.](#)



“Of course, it is important that a potential student can handle the academic rigor. For me, though, it often comes down to whether or not a student is going to have a positive, energizing impact on the broader community, which includes faculty members and other students.”

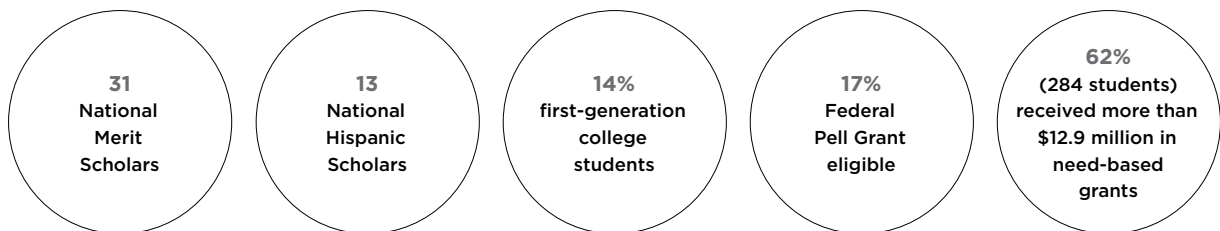
ART RODRIGUEZ,
DEAN OF ADMISSIONS

Regardless of their background, Carleton students have many

things in common. Nearly 75 percent graduated in the top of their class. A large majority—88 percent—are interested in multiple academic divisions. Their love of learning propels 70 percent of students on to graduate or professional school. Carleton ranks first in the nation among baccalaureate arts and sciences institutions for the highest number of PhDs conferred. Regardless of whether they pursue additional education, Carleton students bring a well-developed set of critical thinking skills and empathy for others to whatever path they choose. ▶

Class of 2024

459 Students



Students

CONTINUED

While they are at Carleton, students further their academic pursuits well beyond credit requirements. Annually, about 250 students pursue [externships](#) and 350 complete a [Carleton-sponsored internship](#). Many vie for mentored research opportunities with faculty members, which are available to all students regardless of their major. Pre-COVID, 215 students completed a summer [mentored research experience](#), and in the 2018–19 school year, 552 students participated in research. College leadership is actively working to increase these student-faculty research opportunities, which the *Every Carl for Carleton* campaign has helped to support.

While Carls excel in the classroom, they are also engaged in a wide range of extracurricular activities. They organize, lead, and participate in more than [200 clubs and organizations](#). More than 70 percent of students participate in [athletics](#), whether at a club or varsity level. Two-thirds of students choose to [study off campus](#) at least once during their four years at Carleton. Carleton does not have a Greek system. Nearly 80 percent of Carleton students have a campus job.

Fellowships 2016–2020

- 94 [Robert J. Kolenkow and Robert A. Reitz](#)
 - 38 [Fulbright Grant/Fellow](#)
 - 15 [Chang-Lan Fellowship](#)
 - 31 [National Science Foundation Grad Fellowship](#)
 - 28 [Larson International Fellowship](#)
 - 5 [K. Wasserman Davis 100 Projects for Peace](#)
 - 5 [Barry Goldwater Scholarship](#)
 - 3 [Watson Fellowship](#)
 - 2 [Marshall Fellowship](#)
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TRIMESTERS

Focus and flexibility define our academic calendar. By offering [three terms a year](#), Carleton gives students the opportunity to explore and satisfy their curiosities—and to advance faster toward their academic goals. Students take three classes during each 10-week term.

COMPS

The senior comprehensive project—or “[Comps](#)”—is a staple of senior year. Comps gives students the opportunity to work closely with a professor, immerse themselves deeply in their chosen topic, and demonstrate what they have learned during their time at Carleton.

ARGUMENT & INQUIRY SEMINARS

Offered to first-year students, [Argument & Inquiry Seminars](#) provide an introduction to core elements of liberal arts learning: asking scholarly questions, honing persuasive arguments, and evaluating and employing evidence. Topics vary each year and have included “American Lyric: Poetry, Pop, and Rap,” “Economics of Race,” and “Brain, Mind, and Behavior.”

OFF-CAMPUS STUDIES

About 65 percent of Carleton students [study off campus](#) at least once. Carleton faculty members lead two dozen programs. Students may also choose from programs offered through other institutions.

CAREER CENTER

The [Career Center](#) works with students from their first days on campus to supplement classroom learning with real-world experience. Staff members help students identify their career interests, secure internships and externships, network with alumni, and hone job interviewing skills.

Staff

In addition to Carleton's outstanding faculty and students, the college community comprises more than [800 full- and part-time exceptional staff members](#). About 30 percent of Carleton staff members live in Northfield, and the average term of service among the current staff is more than 11 years. These dedicated professionals affect every aspect of life at Carleton, ensuring that students' living and working spaces are clean, safe, and well-maintained. They oversee Carleton finances, athletic and recreational programs, recruitment, and fundraising, among many other areas. Staff members play integral roles in governance by serving with faculty on dozens of college committees.

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- » Collaborating closely with their colleagues at St. Olaf College in Northfield, sharing resources in the areas of library services, information security, and environmental health.
 - » Serving on advisory panels that help guide Minnesota's educational institutions in their response to the COVID-19 pandemic.
 - » Starting the [Custodial Scholarship](#), which has been awarded 28 times to lower-income students. This endowed fund is primarily supported by paycheck deductions and by the annual Custodial Staff and Bake Sale event.
 - » Running the [Carleton Cupboard](#), which alleviates food insecurity for students who stay on campus over break, and the [Carleton Winter Wardrobe](#), which provides students with gently used winter clothing and accessories.
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Carleton has a strong record of hiring and supporting staff members who are integral to the educational mission of the college and well qualified for their duties. New employees participate in the Community Resource Program, which matches them with an experienced staff member who can advise and mentor as new employees become familiar with the campus community. Staff members are invited to and encouraged to attend lunchtime panels scheduled by the Learning and Teaching Center during academic terms. Staff members also participate alongside faculty members in workshops during the breaks. Upwards of 22 staff members participate in the staff adviser program in which they are trained by the director of advising to work with four or five first- and second-year students. This training involves a two-day workshop to ensure that staff advisers know the curriculum and academic regulations well.



Community

A river town in southern Minnesota, [Northfield](#) consistently ranks among the country’s best college towns because of its charming downtown, friendly residents, and abundance of outdoor recreation. It is a small town (pop. 20,000), but an engaged one that is anchored by two distinctive residential colleges, Carleton and [St. Olaf](#). Northfield has a [vibrant arts community](#), outstanding schools, thriving businesses and manufacturing plants, and a distinctive blend of historic and contemporary housing. The Carleton campus sits just a few blocks from Northfield’s downtown district, and students often walk to Division Street to visit locally owned coffee shops, bookstores, and restaurants.



Situated on the banks of the Cannon River, the charming town of Northfield is home to two residential colleges, a thriving downtown business and arts district, beautiful period homes, and numerous options for outdoor enthusiasts.



But Carleton engages with its hometown in far more meaningful ways as well. One important initiative was to help develop a land acknowledgment statement for the City of Northfield, Carleton, and St. Olaf:

“We stand on the homelands of the Wahpekute and other bands of the Dakota Nation. We honor with gratitude the people who have stewarded the land throughout the generations and their ongoing contributions to this region. We acknowledge the ongoing injustices that we have committed against the Dakota Nation, and we wish to interrupt this legacy, beginning with acts of healing and honest storytelling.” ▶

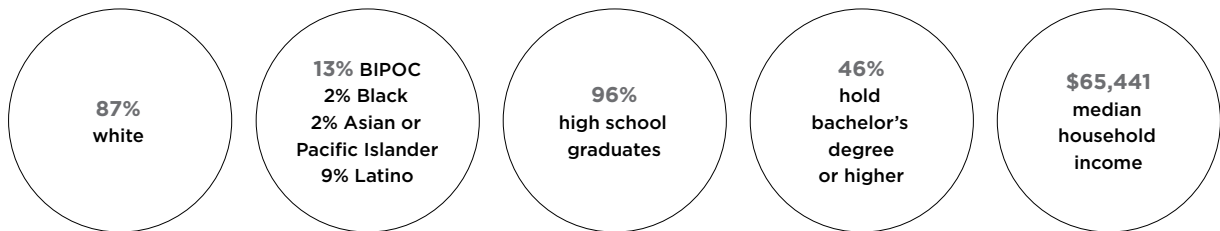
Community

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In 2019, 78 percent of Carleton seniors said they had applied their academic learning through an assignment in the community, and 65 percent said they had applied coursework in experiences doing volunteer work. Through its [Center for Community and Civic Engagement](#) (CCCE), Carleton offers a range of formal and informal avenues for student community action, organizing, and activism. Thanks to an \$800,000 grant from the Mellon Foundation, Carleton’s Public Works initiative has expanded public scholarship and community engagement.

One recent [case study](#) shows how students in a statistical consulting course developed a data visualization “heat map” of food insecurity in Northfield, which student fellows then leveraged to write successful grant proposals on behalf of the [Community Action Center of Northfield](#) (CAC). Students also helped secure funding for a second food shelf location nearer residents most likely to use this resource. In addition, the faculty, staff, students, and community members have worked together to recover unsold produce from local retailers so it can be distributed in the community; the Career Center collaborated with the CCCE to provide student interns to CAC through a summer fellowship program; and a nonfiction film production class created a culturally specific film to lower barriers to the Latino immigrant community in accessing emergency food.

Northfield Statistics (2018)



Although the majority of Northfield residents identify as white, the town has a growing Latino population—9 percent of the population. Like many small communities, Northfield is struggling with diversity and inclusion, but it is heading in the right direction. In the 2020 election, two Latinos won their bids for elected office, winning seats on the city council and school board and becoming the first Latinos to hold office in Northfield. In 2019, 89 percent of Latino students graduated from high school, one of the highest Latino graduation rates in the state. Carleton has collaborated with Northfield’s [Healthy Community Initiative](#), an award-winning effort to support and empower youth.

While Northfield is a wonderful place to call home, the Twin Cities of [Minneapolis](#) and [St. Paul](#) are just 45 miles north of campus and have much to offer: world-class museums and theaters, professional sports, acclaimed restaurants, well-known music venues, and an abundance of parks and lakes. It is also worth noting that the [Minneapolis–St. Paul International Airport](#) is conveniently located just 40 miles from Northfield.

Alumni

Acclaimed scientist and polar explorer Laurence McKinley Gould was one of Carleton's longest-serving presidents (1945–1962). Gould famously said to incoming students, "From this day forward, you are a part of Carleton and Carleton is a part of you."

Indeed, Carleton alumni across generations are noteworthy for maintaining their connection and service to the college long after they graduate. As of December 2020, 28,470 alumni call Carleton their college home. They play a prominent role in Carleton's annual fund and demonstrate an unusual and remarkable commitment to bolstering the college's financial resources. In fiscal year 2020, the [Alumni Annual Fund](#) raised \$8,911,006, which represents contributions from 37 percent of the 26,691 solicitable alumni. Factoring in contributions to the [Parents and Friends Funds](#), total annual giving reached a record \$9,894,762 and is due, in large part, to the nearly 600 alumni volunteers who serve as class agents and volunteers for the annual funds.

Alumni engagement goes far beyond fundraising, however, with record-breaking reunion attendance nearing 3,000 annually—far higher than many of Carleton's peer schools—a distinctly broad Alumni Adventures travel program with more than 10 trips offered annually, and an active network of more than 2,200 alumni volunteers who support fundraising, alumni engagement, Reunion planning, admissions, careers, and other efforts.



JIMMY CHIN '96
co-directed *Free Solo*, Academy Award-winning documentary.
PHOTOGRAPHER AND FILMMAKER



MARY-CLAIRE KING '67
discovered the gene responsible for breast and ovarian cancer.
PROFESSOR OF GENOME SCIENCES AND MEDICINE AT THE UNIVERSITY OF WASHINGTON



REV. EARL NEIL '57
diffused an armed standoff between police and Black Panthers.
EPISCOPAL PRIEST AND CIVIL RIGHTS ACTIVIST WHO WORKED WITH MARTIN LUTHER KING JR. AND DESMOND TUTU



RUKAIYAH ADAMS '95
oversaw the revitalization of Portland's historically Black neighborhood.
CHIEF INVESTMENT OFFICER, MEYER MEMORIAL TRUST



CHRIS KRATT '92
encouraged millions of kids to love animals.
COCREATOR AND COSTAR OF PBS'S *WILD KRATTS*, *ZOOOMAFOO*, AND *KRATTS' CREATURES*



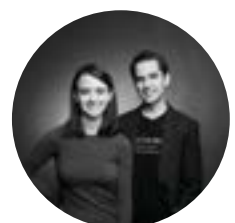
CANDACE KOHL '69
measured cosmic ray—produced radioactivity in lunar material and meteorites.
COSMOCHEMIST



JOHN HARRIS '85
revolutionized how Americans get their news.
FOUNDING EDITOR OF *POLITICO*



MAYA WARREN '07
leads research and development in global ice cream markets.
FOOD SCIENTIST



EZRA LEVIN '07 AND LEAH GREENBERG '08
started a movement.
FOUNDERS OF GRASSROOTS POLITICAL ORGANIZATION INDIVISIBLE



NELS ELDE '95
received a prestigious MacArthur Foundation Genius Grant.
EVOLUTIONARY GENETICIST AT UNIVERSITY OF UTAH



KAO KALIA YANG '03
chronicled the experiences of Hmong refugees in Minnesota.
AWARD-WINNING WRITER



JONATHAN CAPEHART '89
won a Pulitzer Prize for editorial writing.
JOURNALIST FOR THE *WASHINGTON POST* AND COMMENTATOR ON MSNBC

Inclusion, Diversity, and Equity

Aware that racism impedes justice and jeopardizes institutional integrity, generations of students, faculty and staff members, and senior leaders have endeavored to make Carleton's learning and living spaces ever more equitable and inviting. The murder of George Floyd by Minneapolis police in May 2020 brought energy and urgency to justice work in our community. Student and alumni groups began a candid dialogue with Carleton, suggesting that senior leadership demonstrate their commitment to diversity, equity, and inclusion by initiating a plan to move the college even further forward. Understanding the urgency and gravity of the moment, the administration embraced the charge and adopted a series of immediate reforms, including mandatory anti-racism training for all security personnel, faculty and staff members, senior administrators, and Carleton trustees.

In August 2020 the Board of Trustees endorsed the creation of a [Community Plan for Inclusion, Diversity, and Equity](#), with a special focus on Black experiences. The effort is currently known as the IDE Plan and, during fall term, a steering group—made up of trustees, faculty and staff members, students, and alumni—began a year-long process to help identify policies, processes, cultural norms, and personal and institutional assumptions at the college that are rooted in racism, both conscious and inadvertent. In undertaking this self-examination, the college will expand the narrative on justice and equity. The community plan will consider the student academic experience; students' learning and living environments outside of the classroom; the experience of working at Carleton (for students, as well as faculty and staff members); and the best institutional structures and organizational models through which to heal, realize, and strengthen a fully inclusive community.

The new president will be front and center in supporting and leading the college's IDE Plan going forward.

Carleton Facilities



From left: Kracum Performance Hall, West Gym, and Olin Hall

Carleton has a rich history of [facilities planning](#). The facilities staff supports the campus community by providing a physical space that is well-maintained, clean, and conducive to the college’s educational and environmental mission. Facilities management uses a database from consultant Sightlines to track the condition of plant assets and as a base for developing the college’s five-year maintenance and capital priorities plan. Sightlines data from peer institutions are used to benchmark quality, costs, and resources. These same data are used to track the net asset value of each building on campus, with considerable and measurable progress made over the past 10 years. Renovations and maintenance are supported by both the operating budget and donors.

Beginning with the construction of the iconic Skinner Memorial Chapel in 1916, every move to retool and expand has been made with an eye toward creating a coherent, efficient, and welcoming campus that motivates and enables a highly functioning community of scholars. While some might consider the 1,040-acre campus a bit eclectic, students and faculty and staff members often comment on the familiarity and comfort they find in returning to campus and its bucolic outdoor gathering spaces. There is something endearing about the approachable scale of the grounds, the treed pathways and vistas to the north, and the integrated natural areas of the lakes, the hillsides, and the quiet places, all of which are adjacent to the expansive [Cowling Arboretum](#) and river valley.

In 1958 midcentury architect [Minoru Yamasaki](#)—who went on to design the original World Trade Center—was commissioned to create five sleek, technically pioneering buildings, including Olin Hall, West Gym, Cowling Gymnasium, and Watson and Goodhue residence halls. His work inspired generations of architects around the globe, including those behind the most recent additions to the Carleton campus: ▶

Carleton Facilities

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Weitz Center for Creativity

Although it includes 30,000 square feet of new construction, the history and heart of the [Weitz Center](#) reside in the building, which previously served Northfield as both high school and middle school and was purchased by Carleton in 2005.

Creative repurposing helped preserve the space's historic character, showcasing the high ceilings, fine old woodwork and doors, and slate blackboards from the original classrooms. The 1934 auditorium was reconfigured as the new cinema; the library is now a meeting and gathering space that can accommodate lectures, small performances, and temporary exhibits; and the 1954 gymnasium was transformed into a theater complete with costume shop, set design facilities, rehearsal space, and green room. Most of the exhibits, performances, and movie screenings in these spaces are free and open to the public.

Evelyn M. Anderson Hall

Named after prominent research scientist Evelyn Anderson, Class of 1921, this [state-of-the-art, integrated facility](#), which opened in the fall of 2019, is designed to inspire creativity, encourage cross-disciplinary collaboration, and attract more students to Carleton's already robust STEM community.

There are a number of intentionally planned, strategically placed "soft spaces," such as small study lounges and meeting spaces, to spur informal learning, teamwork, and chance encounters for both students and faculty members; well-equipped, technologically advanced laboratories for hands-on learning; and flexible lecture spaces that allow professors to quickly reconfigure seating, create work groups on the fly, and interact fluidly.

On track to receive LEED Platinum certification, the structure was also designed to put "science on display" via glass walls between classrooms, offices, and lab spaces. This architectural strategy is proven to increase collaboration and, according to recent academic studies, inspire creativity and improve learning retention. "I love the fact that you might see someone that you know casually working on something in a lab and be compelled to say, 'That was interesting. What are you doing?' That opens up all sort of opportunities," says Gretchen Hofmeister '85, chemistry professor and associate dean of the college. "Students and teachers don't always know what to even be curious about unless they see it."



From left: Weitz Center for Creativity and Evelyn M. Anderson Hall

Fiscal Strength

Carleton's operating budget—\$149 million for fiscal year 2021—provides stable support for the college's activities and has produced surpluses in each of the past 10 years. Student fees represent 68 percent of operating income, with 25 percent of income coming from the endowment. With a recent refunding, all of Carleton's debt is now fixed-rate with debt service representing roughly 6 percent of the budget. Carleton's growing discount rate demonstrates its commitment to increasing financial aid and accessibility, while increasing net tuition revenue demonstrates fiscal stability. The college's financial aid budget for fiscal year 2021 is \$48 million. In June 2020 Moody's reaffirmed Carleton's Aa2 stable credit rating, citing strong liquidity and operating performance.

Endowment

For fiscal year 2020, the \$911 million endowment (as of October 2020) provided 25 percent of the college's operating budget, and the annual endowment draw of \$41 million went to support programs within financial aid (\$23.6 million), learning and teaching (\$15.6 million), and life and careers (\$1.7 million). Since 2005 Carleton's Investment Office has been responsible for the day-to-day management of the endowment portfolio. The Investment Committee, which is a subset of the Board of Trustees, conducts fiduciary and managerial oversight of the Investment Office, sets the policy portfolio benchmark, recommends investment policy guidelines, and monitors performance.

Campaign Success



The [*Every Carl for Carleton*](#) campaign has been a resounding success for the college. Begun in 2016, it not only surpassed its ambitious goal of raising \$400 million but did so in record time—a year earlier than its six-year timeline. Just as impressively, 61 percent of alumni contributed to the campaign.

The first milestone reached by the campaign was the funding and construction of the new [*Music and Performance Commons*](#) addition, which added to the school's Weitz Center for Creativity with a 400-seat concert hall and fully integrated all artistic disciplines under one roof. The campaign also secured funding for a new science complex, which streamlines teaching and researching and offers cutting-edge technology in a scientific hub.

Additionally, the school significantly increased its endowment. More than \$30 million in new resources have been raised for life and careers, most of which will help students afford internships and practical career experiences. So are, \$110 million has been raised for financial aid, all dedicated toward helping students with financial need access Carleton's life-changing liberal arts education.

As a comprehensive campaign, *Every Carl for Carleton* also emphasized increasing the amount of giving to the Alumni Annual Fund. Currently, alumni, parents, and friends contribute about \$9.7 million to the fund each year. The generosity of alumni and Carleton's ongoing commitment to fiscal responsibility have been especially critical this past year as the college responded to the COVID pandemic. ►

Fiscal Strength

CONTINUED

COVID-19 Response

Carleton has been both thoughtful and meticulous in navigating the **difficult decision-making** that the pandemic has required this year. With health and safety paramount, the college swiftly pivoted in the spring to a remote learning model that—despite challenging circumstances—brought about the best in faculty creativity. As the pandemic continued, the Carleton community came together in support of the residential liberal arts experience as teams of faculty and staff members planned for and carried out a safe and successful fall term on campus. Through collaboration, innovation, and resourcefulness—and a commitment to the new standards of mask wearing and physical distancing—students demonstrated that Carls are respectful and adaptable.

“Being a first-gen college student means being a pioneer and a role model to other youth in my extended family who live in America and, like me, have educational opportunities their parents did not.”

EUNICE VALENZUELA '21,
KAUTZ FAMILY ENDOWED FUND
SCHOLARSHIP RECIPIENT

Like other residential schools, Carleton faced financial losses due to refunded room and board fees during the spring, and again in the fall due to the costs of COVID testing and increased safety measures needed to reopen campus safely for fall term 2020. However, budget managers and staff members helped reduce program and operating budgets, putting the college in a stronger financial position than anticipated. Despite measures to offset financial losses caused by the pandemic, Carleton remains committed to meeting 100 percent of the demonstrated need of all students.

Fiscal Responsibility in 2020

- » While some institutions have reduced financial aid, Carleton has increased its aid budget on a per-student basis to assist families who are experiencing financial stress due to COVID-19. Carleton remains committed to meeting 100 percent of demonstrated financial need for all enrolled students.
- » Carleton has held faculty and staff compensation flat, suspended retirement contributions for six months, deferred some capital projects, reduced operating budgets, left some open positions unfilled, and asked senior leadership to take a pay cut.
- » This year, as always, Carleton’s budgeting process has been a collaborative endeavor involving the faculty, the staff, and students. “People who understand what’s going on under the hood have a deeper understanding of the process, the trade-offs, and the tough decisions that are a part of the budget process,” says Eric Runestad, vice president and treasurer. “These are important outcomes that reflect the kind of collaboration that is deeply rooted in the culture of Carleton.”

43%
Five-year
average
of participation
in the Alumni
Annual
Fund

3rd
Carleton's
national
ranking in
alumni giving,
*U.S. News & World
Report, 2020*

12,922
Alumni,
parents, and
friends who gave
to Carleton
in fiscal year
2020

Sustainability

Carleton launched its [Climate Action Plan](#) in 2011 with the goal of reaching carbon neutrality by 2050. The plan builds on the college's history of environmental conservation, which includes purchasing the land that is now the 800-acre Cowling Arboretum in the 1920s, installing in 2004 the [first utility-grade wind turbine](#) in the country to be owned by a college, and signing the [American College and University Presidents' Climate Commitment](#) in 2007. The current plan focuses on five key areas

for reduced emissions: energy supply and demand, transportation, waste management, land management, and procurement.



“Carls aren’t defined by a single academic interest. My closest friends are math, physics, and computer science majors, as well as musicians, jugglers, and anime nerds.”

MCKENNA WIRTH '22,
RUSSIAN AND PSYCHOLOGY MAJOR

Now, with a [second wind turbine](#) on campus, [four LEED-certified buildings](#), and a nearly

completed [geothermal hot water district heating and cooling system](#) (calculated to pay for itself in 15 to 20 years due to energy and operational savings), Carleton is not only actively reducing its carbon footprint, but also mitigating future financial risk and becoming a regional leader along the way. As of 2020, the college has reduced overall carbon by about 50 percent from its baseline levels.

An upshot of these sustainability efforts has been the increased learning opportunities for students. Carleton faculty members have introduced sustainability and climate change topics into the curriculum from scientific, economic, political, social, historical, and ethical perspectives. When work began on campus for the new geothermal system, geology professor Mary Savina '72 made sure her students were there. “I dragged them all out early one morning to watch the excavation,” says Savina of the students in her introductory geology class. “The glacial outwash is beautiful.”

Students also have been involved in lowering Carleton's carbon footprint when it comes to food sourcing and reducing food waste. Students work with the Real Food Calculator to analyze where our food comes from and to push for local, ethical sourcing. Dining Services serves food from Carleton's student-run organic farm and has a long-standing relationship with Minnesota's Hmong American Farmers Association. Additionally, Carleton runs a local chapter of Food Recovery Network, through which students redistribute food throughout Northfield to eight community organizations.

Carleton at a Glance

<p>2,119 students</p>	<p>50 states</p> <hr/> <p>57 countries</p>	<p>11% international</p>
<p>32% identify as Black, Indigenous, or people of color</p>	<p>9:1 student-faculty ratio</p>	<p>16 average class size</p>
<p>65% class sections with fewer than 19 students</p>	<p>3 10-week terms</p>	<p>33 majors</p> <hr/> <p>37 minors</p>
<p>210 full-time faculty, 94% holding the most advanced degree offered</p>	<p>88% graduate in four years</p>	<p>72% participate in varsity, club, or intramural sports</p>
<p>66% study abroad</p>	<p>69% participate in community or civic engagement</p>	<p>96% live in campus housing all four years</p>
<p>One of the largest undergraduate libraries in the United States</p>	<p>1,040-acre campus, including an 800-acre arboretum</p>	<p>80,000 square-foot Recreation Center</p>
<p>76% employed or volunteering six months after graduating</p>	<p>70% attend graduate or professional school within eight years of graduating</p>	<p>\$128,000 midcareer salary</p>

Contact Information

For more information, please visit Carleton College's website at carleton.edu

For best consideration, please send all nominations and applications—electronically and in confidence—to:



Shelly Storbeck,
Managing Partner

Susan VanGilder, Partner

Tammy Townes,
Managing Associate

Anne Koellhoffer,
Senior Associate

Storbeck Search

CarletonPresident@storbecksearch.com

Carleton College is committed to attracting and retaining a diverse group of faculty and staff and offers a comprehensive benefits package. Carleton College does not discriminate on the basis of race, color, creed, ethnicity, religion, sex, national origin, marital status, veteran status, actual or perceived sexual orientation, gender identity and expression, status with regard to public assistance, disability, or age in providing employment or access to its educational facilities and activities.