



**THE SEARCH FOR
ASSOCIATE VICE PRESIDENT
FOR INSTITUTIONAL
EFFECTIVENESS**



Rhodes College is an equal opportunity employer committed to diversity in the workforce.



ROLE OF THE ASSOCIATE VICE PRESIDENT FOR INSTITUTIONAL EFFECTIVENESS

Rhodes College seeks an experienced, strategic, and forward-looking leader for the position of Associate Vice President for Institutional Effectiveness. Reporting to the Provost, the Associate Vice President (AVP) for Institutional Effectiveness is responsible for developing and implementing a comprehensive data and analytics strategy to advance the strategic vision of the institution.

The AVP will provide comprehensive leadership in advancing evidence-based decision-making, continuous improvement initiatives, and compliance with accreditation standards and reporting requirements. In addition, the AVP will be responsible for the design, implementation, and maintenance of a scalable data infrastructure and architecture strategy to support college-wide analysis and reporting across platforms, including the development of a centralized data repository to store and transform raw data to enhance reporting. In this important leadership role, the AVP will also promote an institutional culture that enhances coordination among various data stewards at the College, including academic affairs, athletics, development, enrollment, finance, human resources, and student life.



INTRODUCTION

Rhodes is defined by its talented students, dedicated teacher-scholar faculty, outstanding staff, rigorous curriculum, deep experience with civic engagement, and an abiding commitment to promoting diversity, equity, inclusion, belonging, and sustainability across all facets of the College. Its next Associate Vice President must share these values and be eager to partner with students, faculty, staff, and community partners in ensuring that Rhodes delivers on its promise of cultivating within its graduates a life-long passion for learning, a compassion for others, and the ability to translate academic study and personal concern into effective leadership and action in their communities and the world.

Rhodes has built a unique place for itself among the nation's top liberal arts colleges by combining a powerful commitment to the liberal arts with unusually rich connections to the surrounding city of Memphis, Tennessee. Rhodes has twice been named "The #1 Most Service-Oriented College in the United States" by *Newsweek*, and civic engagement is integrated into the curriculum for all students.

Rhodes was also included in the Princeton Review college guide, *Colleges that Create Futures: 50 Colleges that Launch Careers by Going Beyond the Classroom* and is one of 40 institutions in the quintessential guidebook, *Colleges That Change Lives*. Recently named by *Architectural Digest* as one of America's most beautiful college campuses, Rhodes ranks #59 among the nation's top liberal arts colleges by U.S. News & World Report and ranks 28th for Undergraduate Teaching and #38 for Most Innovative Schools in the National Liberal Arts category. The College also holds the distinction of being a Carnegie Foundation Community Engaged Institution.

Rhodes enrolls approximately 1800 students and has an endowment of \$439 million. The Rhodes student experience is driven by intellectual engagement, service to others, and honor. The Honor System, one of the oldest student-run systems in the country, is a valued and vibrant tradition at Rhodes, and all incoming students sign a pledge affirming their commitment to the three components of the System—the Honor Code, the Social Regulations Code, and the Rhodes Commitment to Diversity.

THE RHODES VISION

Rhodes College aspires to graduate students with a life-long passion for learning, a compassion for other, and the ability to translate academic study and personal concern into effective leadership and action in their communities and in the world.



THE CITY OF MEMPHIS

Rhodes sits in the heart of Memphis, a city with boundless creativity where passion, ideals, cultures, and opportunity converge in authentic ways.

The city of Memphis, on the Mississippi River, is filled with unexpected combinations: global commerce and local start-ups, high culture and outdoor adventure, soul food and haute cuisine, world-class infrastructure and spectacular parks, rich heritage and innovation, and, of course, the wholly original sound of Memphis music.

Anchored by three Fortune 500 companies (FedEx, AutoZone, and International Paper Co.), Memphis

is also a globally connected transportation hub. The Memphis International Airport serves as the world's largest cargo operation and is home to FedEx's shipping superhub. The Rhodes community is deeply committed to ensuring continued growth and development in the City of Memphis. Rhodes' unique position as one of the few liberal arts colleges in an urban setting provides an array of opportunities for students and alumni to engage with and make meaningful contributions to Memphis.

ALUMNI IN MEMPHIS

There are more than 3,500 Rhodes alumni living and working in Memphis, and that number continues to grow each year. Over the last several years, approximately 40% of Rhodes graduates have chosen to remain in the city to start their careers and continue contributing to making Memphis an even greater place to live.



STRATEGIC PLAN

The College approved its ambitious strategic plan, [Achieving Our Best: A Strategic Vision for Rhodes College, 2020-2030](#), in October 2019. The plan is the result of an 18-month planning process that included the voices of more than 5,000 students, faculty, staff, alumni, parents, Memphians, prospective students, and their families through qualitative and quantitative research.

The strategic plan outlines a commitment to align the College's business model with its mission so that Rhodes can pursue national excellence in residential liberal arts education while remaining a college of approximately 1800 students. In doing so, the College commits to the Rhodes Edge, an educational and residential experience that ensures the College's graduates are:

- Intellectually ready to tackle the world's most pressing problems.
- Leadership ready to create equitable and prosperous communities.
- Career and graduate school ready to succeed in tomorrow's economy.

By honing the Rhodes Edge, the College will add value to the undergraduate experience so that talented students, faculty, staff, and alumni are increasingly willing to invest in Rhodes. Further, Rhodes will maximize other revenue streams through endowment growth and the development of new revenue-generating programs in order to reduce tuition pressure on Rhodes students.

In April 2021, the Board of Trustees approved the [Rhodes Framework for Inclusion, Diversity Equity, and Accessibility](#), also known as the IDEAS Framework. The IDEAS Framework follows directly from the College's strategic plan which identifies as central priorities the following: adopting best practices for equity and inclusion; developing opportunities for cross-cultural engagement, interfaith dialogue, and inclusive excellence; and developing a more diverse workforce.

FOUR FOCUS AREAS

highlighted in the plan are intended to guide decision-making and investments over the next decade:

Build academic and creative excellence | Foster a culture of belonging
Ensure a transformational student experience | Secure the future



LEADERSHIP

Jennifer M. Collins became the 21st president of Rhodes College on July 1, 2022. A committed proponent of the value of the liberal arts, President Collins joined Rhodes after serving most recently as the Judge James Noel Dean and professor of law at Southern Methodist University, where she worked with more than 100 faculty members and supported more than 800 domestic and international students. Before her tenure there, she served as vice provost and professor of law at Wake Forest University for 10 years. Collins taught courses in criminal law, criminal procedure, family law, gender and the law, and career development and legal professionalism. She has received numerous awards for excellence in teaching.

She received her B.A., cum laude with distinction, in history from Yale University and her J.D., magna cum laude from Harvard University, where she also served as an editor for the Harvard Law Review.

President Collins and her husband, Adam Charnes, an appellate attorney, are the parents of Jake, Lily, and Sam.



Timothy S. Huebner, Ph.D., serves as Provost and Vice President for Academic Affairs and leads a robust academic leadership team that includes the Associate Provost, Dean for Faculty Development, Dean for Community Engagement, and Dean for Postgraduate and Special Programs, along with two Associate Deans. The Division of Academic Affairs also includes Information Services, the Registrar's Office, and the Office of Health Professions Advising.



ACADEMICS

The classroom experience at Rhodes is intimate and rigorous. Rhodes values the engaging dialogue that arises when students and professors work together to investigate questions and problems they care about. In this environment, students are expected to formulate and articulate big ideas, and contribute in major ways to the critical discussions and debates that take place in classrooms and laboratories, and the 9:1 student-to-faculty ratio makes this possible. Rhodes seamlessly integrates high-impact experiences such as internships, fellowships, study abroad, and faculty-mentored student research with a traditional liberal arts education.

Through 18 academic departments and 13 interdisciplinary programs, Rhodes offers more than 70 liberal arts and interdisciplinary majors and minors. The College provides pre-professional advising for students who plan to work in the health professions, law, engineering, accounting, business, architecture, clinical psychology, foreign service, ministry, public history, and education, and it has a partnership with St. Jude Children's Research Hospital that provides extraordinary research opportunities for qualified students. Rhodes offers one graduate degree program: the Master of Science in Accounting.

Rhodes is rare among liberal arts colleges in being academically strong not only in the social sciences and humanities but also in the physical and biological sciences. It is the sixth-leading liberal arts and sciences college in the number of applicants sent to medical school and is annually ranked in the top five of all colleges and universities in national Mock Trial. Billboard Magazine has named Rhodes one of the top music business programs in the nation. Students have been enormously successful garnishing national awards, including, since 2002, 61 Fulbright Scholarships, 21 Goldwater Scholarships, 16 Watson Fellowships, 5 Truman Scholarships, 10 National Science Foundation Fellowships, and 2 Rhodes Scholars.

STUDENTS AND ENROLLMENT

Rhodes is home to a diverse group of approximately 1800 students who represent 46 states (plus D.C.) and 58 countries. Within the current student body, 38% identify as students of color, and the class of 2028 boasts a record 45% who identify as students of color. Effective fall 2022, the College transitioned from a two-year residency requirement to a three-year residency requirement, and now approximately 74% percent of students live on campus.

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Rhodes students are intellectually curious and deeply engaged in academic and extracurricular activities. Students with a personal commitment to service are drawn to Rhodes and to the many opportunities to integrate themselves into the greater Memphis community, and more than 80% of students participate in service activities. Rhodes actively recruits students who are excited to be part of the city, seeking opportunities to connect with Memphis in ways that are mutually beneficial and meaningful.

Rhodes has maintained strong enrollment success over the last five years, with a record 6,365 applications for the 2023-2024 admission cycle. Our incoming students have a mean ACT composite score of 29 (the College adopted a test optional policy in 2022) and 47% graduated in the top 10% of their high school class with a mean GPA of 3.79 (unweighted). The Class of 2028 is the most diverse in Rhodes' history with 45% identifying as students of color (including international students who identify as students of color), 12% international students, 22% Pell-eligible students, and 17% first generation college students.

FACULTY

Rhodes faculty members represent the best of the scholar-teacher model that is essential to a liberal arts education. Scholarly and creative production across the board is unusually high for a liberal arts college, and engaging undergraduates in faculty research – in the humanities and social sciences as well as the sciences – is standard practice. Virtually all of the faculty hold the highest degrees in their respective fields and contribute regularly to the scholarship of their disciplines. Many have been recognized for their excellence with grants from the NSF, NIH, NEH, and the Mellon Foundation, Fulbright awards, and numerous other honors, including a recent faculty invitation to join the prestigious Council on Foreign Relations. Rhodes honors faculty accomplishment through institutional awards for teaching, scholarship, and service and supports the ongoing development of the faculty through such programs as the Hill Grant for curricular innovation, the Faculty Development Endowment Grants for faculty scholarship, and an extensive mentorship program for incoming faculty. Rhodes is committed to sustaining an environment in which faculty can thrive in their careers and make substantial contributions to the college community and their scholarly communities.

CONTACT

The search committee will begin reviewing applications on December 9. Application materials will include a resume or curriculum vitae including a list of three professional references.

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