



HENDRIX
COLLEGE

2022
PRESIDENTIAL
PROSPECTUS



HENDRIX COLLEGE

invites nominations and applications for its 13th president and successor to President Ellis Arnold, who is retiring in June 2023 after a remarkable tenure. Hendrix seeks an inspiring and strategic leader who will wholeheartedly embrace the College's motto – to educate “unto the whole person” – through its foundation as a distinctive residential liberal arts college. The next President will have the opportunity to foster a shared strategic vision for the future of Hendrix, expand the College's resource base and enhance fundraising efforts, continue to strengthen enrollment management initiatives, be a visible and engaged member of the Hendrix and Conway communities, and further conversations around diversity, equity, inclusion, and belonging. The next President will be the chief advocate for the College and an accomplished relationship builder internally and externally who will support growth at Hendrix and enhance its visibility locally, regionally, and nationally.

OUR INSTITUTION

Hendrix College is a private liberal arts college located in Conway, Arkansas, approximately 30 miles from the capital city of Little Rock. Founded in 1876 and affiliated with the United Methodist Church, Hendrix has a long tradition of creative programming, including the Hendrix Odyssey Program, the first-of-its-kind engaged learning program, and the Hendrix-Murphy Foundation Programs in Literature and Language. Hendrix is recognized annually for academic excellence, career preparation, innovation, and value. The community is known for the close connection between its 1,100-plus students and their faculty and staff mentors, as well as its unique balance of open progressive thought and unwavering commitment to its liberal arts heritage.

Hendrix is an institution of quality and purpose and seeks an inspirational President undaunted by challenge and well-equipped to lead boldly, collaboratively, and thoughtfully with vision and integrity into a new era.

TABLE OF CONTENTS

[Our History](#)

[Our Odyssey](#)

[Our Community](#)

[Our Leadership](#)

[Our Location](#)

[Our Future](#)

[Agenda for Leadership for
Hendrix College's Next President](#)

[Desired Qualifications & Skill Sets](#)

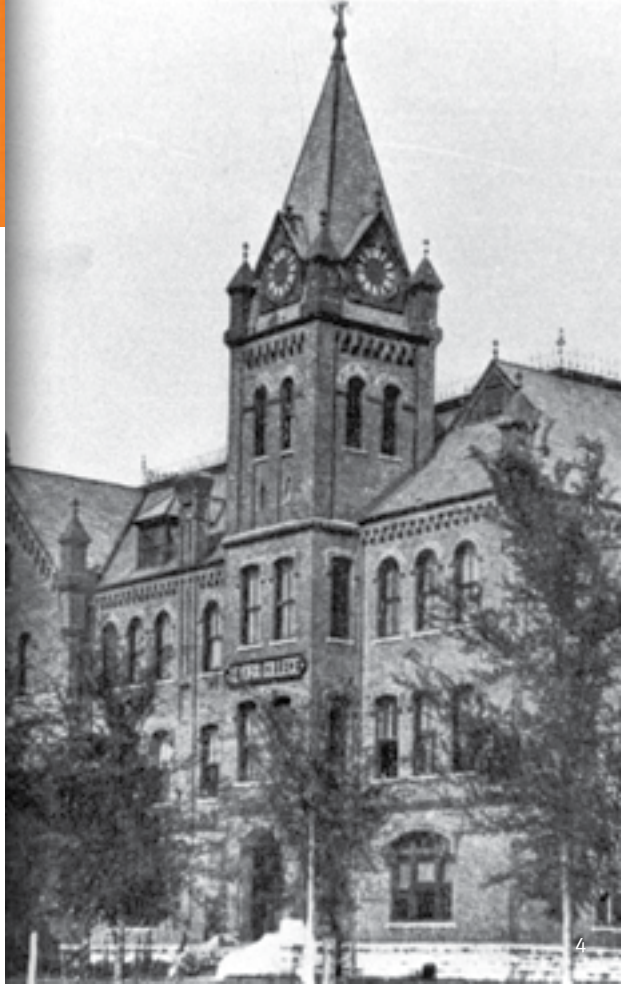
[Nomination & Application Process](#)

OUR HISTORY

Hendrix began in 1876 as Central Institute, a primary school in Altus, Arkansas, founded by Rev. Isham Burrow. In 1884, it began its affiliation with the United Methodist Church and, two years later, awarded its first four-year degrees. The institution was named Hendrix College in 1889 and moved to its present location in Conway a year later. By the turn of the century, the U.S. Office of Higher Education recognized Hendrix for having the highest admission and graduation standards among all the state's public and private institutions of higher learning.

A tradition of open and progressive thought began in the early 20th century when President John Hugh Reynolds called a new state law prohibiting the teaching of evolution in publicly funded schools a "war on science." By the mid-1930s Hendrix had evolved into a coeducational, undergraduate, residential, liberal arts institution. The College's Greek system was disbanded in 1945 in favor of a more open residence life on campus. From the mid-1950s

College Hall, which opened shortly after Hendrix relocated to Conway in 1890, was the hub of campus until it was destroyed by fire in 1982 and replaced by Faussett Hall in 1983.





Newer facilities, like the LEED Certified Dawkins Welcome Center (shown), the LEED Gold Student Life and Technology Center, and the Miller Creative Quad, stand alongside historic buildings that carry the legacy of Hendrix while serving present needs.

Hendrix gradually increased student enrollment until it stabilized at just under 1,000 in the 1970s. In the later decades of the 20th century, Hendrix added more than 15 buildings, developed a new master plan for growth of the campus, and revised and enhanced its curriculum and added faculty in key areas. One such initiative, The Hendrix-Murphy Foundation Programs in Literature and Language, was created in 1978 to enrich the study and

teaching of literature and language at the College. These same decades also saw the emergence of Hendrix's strong reputation for educating future physicians and scientists.

The Carnegie Foundation re-classified Hendrix as a Liberal Arts I institution in 1987, which paved the way for Hendrix to be featured prominently in numerous national college guides for academic quality, affordability, innovation, and value. In the 1990s, Hendrix Athletics moved to the non-scholarship NCAA Division III and now offers 21 teams plus esports. Student-athletes account for roughly 40 percent of the Hendrix student body. In 2000, the College established a chapter of Phi Beta Kappa, one of only two in Arkansas. The Odyssey Program was launched in 2005.

This fall, Hendrix will successfully complete (a year ahead of schedule) an historic \$150 million campaign to increase the College's endowment and support numerous capital projects, including the renovation of two historic student residence halls in the heart of the campus.

MORE ABOUT OUR HISTORY

[Hendrix History](#)

[Relationship to the United Methodist Church](#)

[Hendrix-Murphy Foundation Programs in Literature and Language](#)

OUR ODYSSEY

As the 21st century began, the College charted a bold course to position itself as a national leader in engaged liberal arts and sciences education. Hendrix sought to distinguish itself by building upon and further strengthening its historic hallmarks: close student and faculty interaction, rich residential campus life, a campus ethos of broad engaged learning participation, and unwavering commitment to the liberal arts. The result was the Hendrix Odyssey Program, which made us unique among our peers.

Through Odyssey, students connect the knowledge they gain in the classroom with the experience they gain through internships, undergraduate research, service, and other hands-on learning activities. While these opportunities exist at other schools, they are often elective and ancillary to the academic program. At Hendrix, engaged learning is universal and central to

The Odyssey experiences required of all Hendrix students serve as fuel for their lives, helping to prepare them for whatever path they choose to take.



the curriculum. Every student is expected to complete at least three Odyssey experiences, selected from six project categories (e.g., artistic creativity, global awareness, professional and leadership development, service to the world, special projects, and undergraduate research), before they graduate.

We do not simply require these experiences of students — we nurture and support them. The College has awarded more than \$4.7 million in competitive grants to support student-designed projects since Odyssey was introduced and faculty members may also apply for Odyssey Professorships, which support the creation of new engaged learning opportunities for students.

Odyssey has earned Hendrix national recognition as a model for innovation in higher education. Educators from around the country continue to seek out Hendrix for advice on developing similar engaged learning programs on their own campuses.

Odyssey has had a powerful impact on the size, geographic diversity, and academic quality of our incoming classes. Nearly 1,150 students make up the Hendrix student body. After receiving a record 2,801 applications, Hendrix welcomed 375 new students to campus this fall, a 13% increase from a year ago. This year's new student enrollment is the highest in seven years at Hendrix, with students from 23 states and



multiple foreign countries. The average new student GPA is 3.84 and average ACT score is 28. After Census Day 2022, the College's total enrollment increased by 2% to 1,144 students and is on track to be more than 1,200 students for fall 2023. Most important, the success of Odyssey has inspired our creativity and passion and allowed us to imagine new ways of further strengthening our academic program and student experience in the future.

WHAT OTHERS SAY

- Named one of the country's Best National Liberal Arts Colleges and cited among Most Innovative and Best Undergraduate Teaching by *U.S. News & World Report*
- Included in [*Colleges That Change Lives: 40 Schools That Will Change the Way You Think about Colleges*](#)
- Featured in the *Fiske Guide to Colleges 2023*, *The Princeton Review*, and *Washington Monthly's 2022 College Guide*



OUR COMMUNITY

Hendrix students are intellectually curious, self-driven, and passionate about service learning and social justice. Hendrix has placed 31 Fulbright students, 37 Watson Fellow recipients, 34 Goldwater Scholarship winners, as well as Jack Kent Cooke Scholars, Marshall Scholars, Thomas R. Pickering Foreign Affairs Fellows, Truman Scholars, Rhodes Scholars, and Udall Scholars. Sixty percent of the College's graduates pursue post-graduate degrees, and Hendrix ranks among the top for graduates who complete doctoral degrees, according to a National Science Foundation survey.

Outside the classroom, the creativity and community-mindedness that characterizes our students contributes to an unusually inclusive and vibrant student life that revolves around residence hall affiliation rather than a Greek system. Both current students and generations of alumni are proud of Hendrix's many campus life

Our demanding, but supportive, community is the heart of the Hendrix experience. Our students form lifelong relationships with each other and with their faculty mentors.



traditions, ranging from the 100-year-old Shirrtails Serenade dance competition in the fall to the variety shows and fundraising events that comprise Campus Kitty each spring.

Our faculty members are leaders in their disciplines and devoted to teaching and mentoring undergraduate students. Student Odyssey experiences are mentored by faculty members and professors are particularly passionate about introducing undergraduates to the professional academic community. Hendrix traditionally has one of the largest student contingents attending and

OUR STATEMENT OF PURPOSE

Hendrix College cultivates empathy, creativity, self-understanding, rigorous inquiry, informed deliberation, and active learning across the liberal arts, toward the development of the whole person. Through engagement that links the classroom with the world, and a commitment to diversity, inclusion, justice, and sustainable living, the Hendrix community inspires students to lead lives of accomplishment, integrity, service, and joy.

— Approved by the Hendrix College faculty and Board of Trustees in spring 2015

presenting research results each year at the National Conference on Undergraduate Research (NCUR) and American Chemical Society (ACS) meetings.

Hendrix faculty have continually demonstrated their dedication to being at the forefront of the academy. In addition to developing the Odyssey engaged learning initiative, the faculty have collectively examined and enhanced the academic calendar and curriculum, moving from the trimester calendar to the semester system, and revised the common course for first-year students, including development of a new interdisciplinary “The Engaged Citizen” course.

Our faculty view egalitarian governance as a critical component of shared decision making and action. There is no faculty senate at Hendrix. Committees with diverse representation in rank and discipline review issues and concerns, and the faculty meets collectively to discuss and decide academic, co-curricular, and student life policy.

Our staff are important members of the Hendrix community who often develop close relationships with both students and faculty members. The warmth and connectedness that characterizes our community is a source of pride for Hendrix and one of our fundamental values.

OUR LEADERSHIP

The Hendrix President works closely with a 34-member Board of Trustees including alumni, business, and community leaders, and United Methodist clergy. The Board meets three times a year to discuss and decide issues critical to the long-term prosperity of the College.

Supporting the President is a seasoned senior leadership team, which oversees day-to-day operations and strategic planning. The senior leadership team includes executive officers from the academy and industry who are responsible for academic affairs, admission and financial aid, advancement, business and finance, marketing communications, student affairs, and technology services.

Under the senior leadership team is an administrative managers group that oversees professional and support staff in a range of functions that serve the Hendrix community and enhance the student experience.

At Hendrix, we encourage campus leaders to interact regularly with students.



OUR LOCATION

Hendrix is located in Conway, Arkansas, 30 miles from Little Rock, and is one of the fastest growing communities in Arkansas. Conway is a city of about 60,000 residents and is home to three institutions of higher learning, including the University of Central Arkansas and Central Baptist College. Conway also boasts a growing medical community and thriving technology scene.

Adjacent to the Hendrix campus is The Village at Hendrix, a traditional neighborhood development (TND) designed by the renowned New Urban planning firm of Duany Plater-Zyberk and Company and developed by Hendrix. A 90-acre mixed-used walkable community, The Village combines classic architecture and a commitment to green building principles, offering residential homes and commercial spaces, as well as housing for Hendrix students and entertainment and outdoor amenities, including the 18-acre Hendrix Creek Preserve.

Hendrix is tucked into the heart of "The Natural State," offering four-season beauty and many lifestyle amenities and benefits.



Conway is part of the Little Rock-North Little Rock Metropolitan Statistical Area and the region has more than a million people. Within a 30-minute drive, there are world-class lakes, rivers and streams, plus the diverse amenities of a state capital such as theater, symphony, professional and amateur sports venues, concerts, diverse dining opportunities, museums, and expanded retail shopping.



LEARN MORE ABOUT OUR LOCATION

[Arkansas Parks and Tourism](#)

[Conway Chamber of Commerce](#)

[Little Rock Chamber of Commerce](#)

Life in Conway combines friendly small-town charm with urban amenities, including the Arkansas Shakespeare Theatre, a local symphony, and parks and trails for children and families. In addition, Conway's public schools are consistently recognized for student achievement and teacher quality.

Arkansas is known as the Natural State. From the Ozark and Ouachita Mountains to the timberlands and the Delta, Arkansas offers ample opportunity for outdoor recreation, including biking, bird watching, camping, fishing, hiking, hunting, paddling, spelunking, swimming, and water-skiing.

OUR FUTURE

In November 2019, following re-accreditation by the Higher Learning Commission and just before the conclusion of the College's previous Strategic Plan, the Hendrix College Board of Trustees elected Senior Executive Vice President Ellis Arnold as the new President. President Arnold stressed that Hendrix was at a pivotal moment in its history. To address the institution's challenges and opportunities, the College created a roadmap to provide strategic focus and direction in three major areas of strategic focus: Building a Stronger Financial Foundation; Enhancing the Academic and Student Life Experience; and Renewing our Identity as a Leading National Liberal Arts College. The priorities cover the period through summer 2023, when President Arnold will retire. President Arnold was intentional in choosing the date of his retirement so that the Board of Trustees could begin the search process for the next Hendrix President, who would be in place at the start of the 2023 fall semester and engage the campus community in a new strategic planning process.





To complement the new strategic planning process, the new President will also carry forward a period of tremendous fundraising success. This fall, Hendrix will successfully complete (a year ahead of schedule) an historic \$150 million campaign to increase the College's endowment and support numerous capital projects, including the renovation of two historic student residence halls in the heart of the campus.

LEARN MORE ABOUT HENDRIX COLLEGE

[Associated Colleges of the South](#)

[Southern Athletic Association](#)

Greene Chapel is home to the Hendrix College Choir's Candlelight Carol Services, a tradition dating back more than six decades.

AGENDA FOR LEADERSHIP FOR HENDRIX COLLEGE'S NEXT PRESIDENT

The President is the chief executive officer of Hendrix College and reports to the Board of Trustees. The next President will lead an institution that, as its mission states, “cultivates empathy, creativity, self-understanding, rigorous inquiry, informed deliberation, and active learning across the liberal arts, toward the development of the whole person.” As one of the designated “Colleges That Change Lives,” and one of the “Most Innovative National Liberal Arts Colleges” (*U.S. News & World Report*), Hendrix is distinguished among liberal arts colleges by a history of innovation, a long-standing commitment to engaged learning, and a deeply inclusive sense of community.

Transitions in presidential leadership offer institutions a unique point in time to review, assess, and invite conversations about plans for the future of the institution. Among the most important priorities for the next President are:



SUSTAIN AND ACCELERATE MOMENTUM

Hendrix College is on a strong trajectory and is celebrating many recent successes, including the completion of a robust capital campaign, the renovation of two historic student residence halls, and growth in applications and enrollment. The next President will build on this excellent foundation, as well as identify areas for innovative growth, enhance Hendrix's financial sustainability, and propel the College's reputation nationally. The President will communicate Hendrix's aspirations in a way that inspires commitment, pride, and action. The President will also be knowledgeable about issues impacting higher education and be able to identify ways to involve the College in those dialogues in a manner that will strengthen its recognition and appeal among prospective students, parents, alumni, friends, donors, peers at other institutions, government and nonprofit entities and additional influential stakeholders.

DEVELOP AND EXECUTE A LONG-RANGE VISION AND RELATED STRATEGIC PLANNING

The next President will provide inspiring leadership to identify a long-range vision and craft a strategic plan for Hendrix's successful future. Seeking input from and working closely with faculty, staff, students, trustees, alumni, and community members, the next President

will seek to formulate aspirational yet achievable goals that stay true to Hendrix's values and identity while ensuring innovation and progress for the College. The new President will be willing to take calculated risks, while being anticipatory and proactive in identifying issues that may arise for Hendrix as the landscape for residential liberal arts-based institutions evolves.

BUILD FINANCIAL CAPACITY AND PHILANTHROPIC SUPPORT

The next President of Hendrix must be a strong financial manager, knowledgeable about academic business models, innovative in forging new revenue streams, and capable of adjusting the business plan to improve the College's financial security. An ongoing commitment to building the endowment, increasing net-tuition revenue, offering competitive compensation, and ensuring the campus can boast state-of-the-art facilities and technologies will help Hendrix thrive. As Hendrix's chief fundraiser and ambassador, the next President will spend a significant percentage of time on fundraising and "friend raising" to help ensure that Hendrix has the resources needed to flourish in pursuit of its many goals. The next President will be a persuasive and articulate leader of Hendrix's next comprehensive campaign, embracing the many individuals and organizations that support Hendrix currently, as well as engaging new donors and partners.

FOCUS INTENTIONS ON STRATEGIC ENROLLMENT MANAGEMENT AND GROWTH

Hendrix has achieved very positive momentum in its recruitment and enrollment efforts and maintaining this trajectory is crucial. Hendrix plans to grow its student population to at least 1,300 students by 2025. The next President must have a firm understanding of enrollment management strategies, a commitment to expanding Hendrix's demographic reach, and an ability to navigate the ever-growing challenges surrounding recruitment and retention at private, residential liberal arts colleges. The next President must have a student-centric approach and will seek to ensure the College has the necessary human capital, modern facilities, and technology to support the needs of the current and future generation of learners.

CHAMPION DIVERSITY, EQUITY, INCLUSION AND BELONGING

Hendrix is known in the region as a progressive environment in a politically conservative state. According to its diversity statement, Hendrix “values a diverse learning environment enriched by the race, ethnicity, age, religion, sexual orientation, gender identity/expression, socioeconomic status, ability, culture, political philosophies, geographical backgrounds, and intellectual perspectives of its students, faculty, staff, and administrators. We believe diversity makes the whole richer, and that participating in a dynamically



inclusive community provides a framework for successful leadership and engaged citizenship in the 21st century.” The next President will be a vocal champion who is deeply committed to nourishing an inclusive, culturally competent community where students, faculty, and staff alike can thrive and find meaningful belonging. The President will lead by example by actively inviting dialogue, listening, cultivating a growth mindset, respecting those with different views, being informed by data, and understanding that the work is ongoing, collaborative, organic, and ever evolving.

REINFORCE THE HENDRIX SPIRIT OF COMMUNITY

Hendrix offers a close-knit community that fosters a spirit of pride and a culture of care. Strong academic and experiential programs of rigor and excellence led by an engaged faculty and staff have led to lifelong relationships between students, staff, faculty, alumni, parents, and friends. The new President will be authentically invested in the Hendrix community and will have a positive, engaging, and influential presence on campus and beyond. The President’s capacity to ask thoughtful questions, listen carefully, shape discourse, and foster collegiality will be of paramount importance. Modeling and encouraging transparent decision-making will also promote trust and nourish the spirit of mutual respect that is fundamental to the College’s identity. Being open and accessible and fostering a sense of

community will be important. The President will lead Hendrix as an engaged citizen and partner in the cities of Conway and Little Rock, as well ensure the historic ties to the Methodist Church remain fruitful. Approximately one-third of Hendrix alumni live in the region, and the President will strive to keep them connected to and invested in Hendrix’s legacy as well as its future.

LEAD THROUGH CHALLENGING TIMES

These are complex times in higher education, in the nation, and in the world. The President must be a wise, consultative, and astute leader, as well as an eloquent and compassionate communicator, especially during times of crisis. The President must be able to navigate these challenges with care, seek counsel when needed, keep a keen eye on the fiscal health of the institution, and serve as an exemplary leader under pressure. The next President will also be adept at managing the institution with due diligence to meet growing state and national compliance requirements.

DESIRED QUALIFICATIONS & SKILL SETS

The Hendrix College Presidential Search Committee seeks candidates who will embrace the distinctive nature and core values of Hendrix and inspire its faculty, students, staff, alumni and Board of Trustees. Hendrix College's next President must be a strategic and visionary thinker with a transparent and collaborative leadership style. The next President will be a servant leader with experience managing a complex organization. The successful candidate will bring a highly relational approach, outstanding communication skills, authenticity, self-confidence balanced with humility, integrity of the highest order, and a strong work ethic. Candidates should display the ability to lead with wisdom, honesty, and compassion. While a clear understanding of higher education is expected, the Presidential Search Committee is eager to consider many different pathways to the Hendrix presidency. Candidates possessing a terminal degree will be preferred.



The successful candidate will be:

- A genuine, enthusiastic, accessible, and highly visible leader who seeks out interaction with the various members of the Hendrix community and participates in the intellectual and social lives of the students, faculty, and staff;
- A gifted and proven fundraiser, who is experienced in strengthening a culture of philanthropy, and who has demonstrated the ability to cultivate, solicit, and steward major gift prospects and donors;
- A passionate, engaged, and sincere champion for residential liberal arts education;
- A person who is committed to promoting and celebrating inclusion and diversity in its many forms;
- An affirming team builder who will empower others and optimize the effectiveness of a talented and committed leadership team;
- An evidence-based leader who is well versed in the nuances of enrollment management;
- An entrepreneurial person with strong financial acumen who will aid the College in matching aspirations with finite resources while thinking creatively about growth opportunities;
- An inclusive leader with an understanding of and respect for Hendrix College's shared governance structure coupled with an abiding respect for the significant contributions of faculty and staff;
- A technologically savvy person with a fluent understanding of pedagogical strategies and technological approaches that enhance student learning and program delivery;
- An engaged community member who relishes life in a college town and will take a serious interest in the opportunities available in Conway, Little Rock, and the surrounding communities;
- An expert communicator who is eager to share the story of Hendrix to various constituents;
- A person who embraces the institution's shared core values as well as appreciates and respects Hendrix's relationship with the United Methodist Church;
- An inclusive and receptive decision-maker who builds consensus, prioritizes well, and communicates decisions with promptness and care;
- A person who understands and appreciates the mission of non-scholarship NCAA Division III athletics;
- An inspirational ambassador for Hendrix who will build and strengthen the College's relationships with the Conway community, including city leaders, representatives from City Hall, the Conway Area Chamber of Commerce, the neighboring historic Pine Street Community, and at peer institutions in Conway, across Arkansas, and throughout the country; and
- An engaging, authentic, and resilient leader with good humor who will provide respected, long-term leadership.

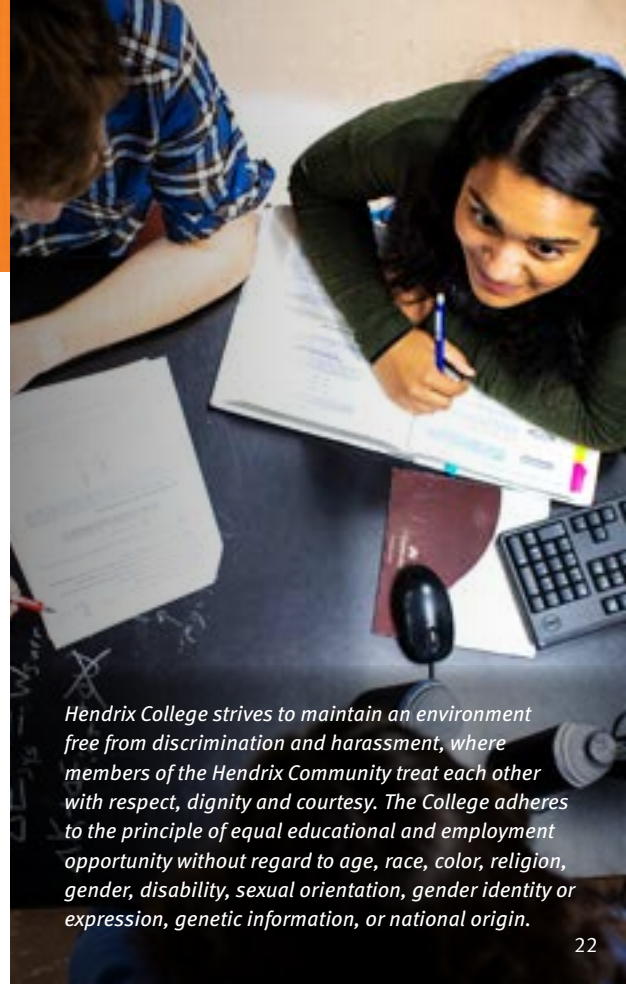
NOMINATION & APPLICATION PROCESS

Nominations and applications should be submitted electronically as soon as possible. The Hendrix College Presidential Search Committee will begin to evaluate applications in October 2022. Although applications will be welcomed until the time that a new President is selected, candidates should submit materials by October 25, 2022, to ensure fullest consideration. The new President is expected to begin serving on July 1, 2023.

Applications should include a letter of candidacy that responds to the agenda for leadership and the desired attributes for the President and a complete résumé or vita. All application materials will be considered in full confidence. Please send all nominations, inquiries, and applications, electronically to:

Julie E. Tea, Managing Director
Lois Mufuka Martin, Managing Director
Julie Williams-Krishnan, Senior Associate
Storbeck Search

HendrixCollegePresident@storbecksearch.com



Hendrix College strives to maintain an environment free from discrimination and harassment, where members of the Hendrix Community treat each other with respect, dignity and courtesy. The College adheres to the principle of equal educational and employment opportunity without regard to age, race, color, religion, gender, disability, sexual orientation, gender identity or expression, genetic information, or national origin.