Director of the Center for Innovation and Entrepreneurship

Lafayette College invites nominations and applications for the position of Director of the Center for Innovation and Entrepreneurship. The Director will have the extraordinary opportunity to lead what is a presidential priority, as the Center helps the campus to champion a liberal arts education in the 21st century as one that encourages innovation and entrepreneurship as a way to solve challenges that society faces today and create value. The Director will report to the Provost, who chairs this search. To further the aims of the Center the Director will collaborate with faculty members at the College and involve its alumni and regional partners. The Center, established by the Lafayette College board in 2013, will be housed prominently in Lafayette’s Integrated Science Center, scheduled to open in 2019. The Center will take advantage of Lafayette’s strengths in the traditional liberal arts and sciences as well as its engineering departments, which celebrate their 150th anniversary this year. The Center benefits from its location in the Lehigh Valley near New York City and Philadelphia.

ABOUT THE CENTER

Mission and Overview

The mission of the Center is to demonstrate the value of a liberal arts education by helping prepare students to provide novel solutions to problems posed by a rapidly changing world. The Center has primarily an educational goal and seeks to advance important entrepreneurial solutions to social needs. The ability to use academic understanding to address problems encountered in civic and professional settings in partnership with others is a characteristic the College wants its graduates to possess. The College would like students to be able to state real-world problems clearly in the face of ambiguity, which often requires empathetic understanding of others; find solutions that are not already in existence, thus requiring ingenuity; use and apply emerging areas of inquiry, thus blending disciplines; become more comfortable with working with others to devise promising approaches and take reasonable risks; and communicate the resulting ideas to allow them to gain acceptance. Thus the Center’s mission is to provide students with opportunities to build skills for innovation and entrepreneurship in order to address the complex challenges that arise in civic and professional settings. When students learn to transfer their knowledge to new contexts by understanding the problems they face, devise solutions in interdisciplinary teams, and lead through communication and persuasion, their academic work will have a multiplied impact and make a difference in the world.

The Center provides the support, structure, venues, programs, and resources to help promote these abilities. Given that these goals are fulfilled in at least in part by many different endeavors at
the College, the Center should serve as a way to integrate related efforts and programs into a set of reinforcing and complementary activities. Since the nature of important challenges is that they extend beyond the College the Center’s activities bring together students, faculty members, staff, alumni, community partners, and others, and the Center should rely on close communication with and advice from a variety of groups. In the mission of the Center the term entrepreneurship is understood broadly, so that it includes not only innovation regarding products, processes, or services for sale or hire, but also solutions to social, cultural, or environmental issues. Indeed, these two aims can complement and reinforce one another. Consequently, the Center seeks to connect and engage faculty, staff, students, alumni, and external partners to imagine, design, and develop creative solutions on campus and in the business, nonprofit, and government sectors. It aims to develop in students the skills needed for this work and to foster a culture of creative collaboration at Lafayette.

History

The Center for Innovation and Entrepreneurship was formerly known as the IDEAL Center, a program established at Lafayette in 2013 and previously led by two sets of part-time faculty co-directors. IDEAL is an acronym standing for Innovation, Design, Entrepreneurship, and Leadership. The change in the name of the Center reflects a desire to have a title that is more easily understood, and to signal a fresh direction. Most recently, the IDEAL program focused on particular themes, such as cybersecurity, cultural conservation, and an ongoing initiative to establish additive manufacturing capacity with a 3D printer for metal and other materials. The program also launched the President’s Entrepreneurship Lecture Series, supported faculty and student research, and organized co-curricular programming to bolster student entrepreneurial activity.

The Director’s Position and Center’s Resources

In order to continue to advance beyond the foundation established during the prior three years, the College now seeks a full-time director for the Center for Innovation and Entrepreneurship, who will rely on an active board of faculty and partners to plan and carry out new and dynamic initiatives. The director’s position is an administrative and not a tenure stream position. The Director reports to Provost Abu Rizvi and will serve on the Provost’s Council, which comprises leaders charged with overseeing the College’s academic mission: the deans of the faculty, of curriculum and research, and of advising and co-curricular programs; the directors of the engineering division and of the arts; the registrar and the director of institutional research; the directors of faculty development and support programs; and the directors of centers and institutes.

The Director will have the assistance of a staff member as well as an administrative assistant. The Director will build a cohesive network of students, faculty members, alumni, and partners to take part in and work with the Center, including a Board of Advisors. The Center’s budget, since the organization was recently established, has fluctuated. Currently, the Center’s activities are supported with operating, gift, endowment, grant and capital improvement funds. In the most recent academic year the Center’s expenditures totaled $310,000, including salaries. The Center also spent capital funds to renovate space to house a metal 3D printer from ExOne Corporation.
OPPORTUNITIES AND CHALLENGES

The Director will have the opportunity to build on the foundational work of the Center over the past three years and will be well positioned to address the following opportunities and challenges:

- **Championing the importance of innovation and entrepreneurship for student education through collaboration, partnership, and identification of shared goals.** The Director will be able to take a relatively new program and through collaboration with related and complementary programs, conversations and partnerships with faculty members and staff members in campus and student life, engagements with students, alumni, regional partners and others, lead the Center toward growth, maturity, and centrality. This exciting challenge should result in an enhanced climate of innovation, collaboration and entrepreneurship at Lafayette, leading to a holistic education for students incorporating academic, student life, and off-campus aspects.

- **Clarifying a bold and practical vision for the future of the Center:** Elaborating and implementing a strategic plan, in collaboration with an engaged board of advisors, to advance Lafayette as a nationally recognized leader in innovation and entrepreneurship. Executing an operational plan for the Center, especially as it moves into the Integrated Science Center. Managing and allocating an operational budget, and supervising professional and student support staff.

- **Enhancing Lafayette’s reputation as a leader in innovation and entrepreneurship as means of demonstrating the value of a liberal education in addressing societal challenges.** Developing strong relationships with Lehigh Valley and regional business and community partners, serving as a connector between entrepreneurial partners and the Center, showcasing the Center’s work in national forums and venues, and developing strong relationships with alumni and other networks, and staying abreast of national and global best practices.

- **Showing how the Center is relevant to the academic mission in meaningful, concrete ways.** Collaborating with Lafayette faculty and staff members to deliver Center programming, experiential learning, and connections to relevant curricular and co-curricular options. Facilitating activities of faculty fellows as champions for entrepreneurial thinking on the Lafayette campus. Organizing and implementing workshops, speakers series, conferences, design challenges, innovation and maker spaces, entrepreneur- and faculty-in-residence programs, prizes and funding opportunities, and co-curricular programming to support innovation and entrepreneurship.

- **Attracting additional resources to facilitate the Center’s mission.** Being the lead fundraiser for this enterprise, seeking foundation, government, corporate, and private support. Representing the needs of the Center internally.

DESIRED QUALITIES AND QUALIFICATIONS

In addition to an advanced degree, the ideal candidate for the Director's position will have five to ten years of operational management background, experience in either commercial or social entrepreneurship (along with the desire to work in both areas), and experience with higher education, including the academic study of entrepreneurship. We seek a builder, collaborator, and innovator who appreciates and wants to contribute to life in an academic community. The
Director will possess many of the following:

- The ability to bring together and collaborate with a variety of groups and individuals around a vision for innovation and entrepreneurship at a liberal arts college. Demonstrable success as an educator, innovator, and network builder, and the ability to work well with students in pursuit of their goals. An appreciation of the mission, values, goals, and pedagogies employed in higher education and a capacious interpretation of how a center for innovation and entrepreneurship can partner with faculty, staff, students, and regional and alumni partners in pursuit of them. The ability and willingness to teach an undergraduate course focused on the intellectual character of leadership, innovation, and entrepreneurial skills.

- The ability to build and sustain relationships with social and commercial entrepreneurs, as well as with faculty, community, and alumni partners in order to advance innovation and entrepreneurship. An entrepreneurial and open-minded approach to leadership and a willingness to foster a culture that encourages informed risk-taking. Intellectual curiosity and a genuine eagerness to engage in the life of the community as an amicable and approachable representative of the College.

- A prescient vision for the future of a center for innovation and entrepreneurship at a liberal arts college and the ability to bring innovative and relevant programming and partnerships to life. Ability to represent this initiative well to donors and other stakeholders on and off campus and enjoy working with students.

- Strong communication skills and a transparent and inclusive approach to managing a complex organization. Experience managing budgets and allocating resources strategically, and identifying and pursuing external funding.

- A strong and visible personal and professional commitment to diversity and inclusion.

CONTACT

To apply, use the following service: https://apply.interfolio.com/38651. Please send nominations, and queries in confidence and electronically to:

Director of the IDEAL Center Search
Lafayette College
provostoffice@lafayette.edu

Lafayette College is an equal opportunity employer and strongly encourages applications from women and minorities.
BACKGROUND INFORMATION FOR THE POSITION

COLLEGE OVERVIEW

One of the nation's most academically competitive and selective residential undergraduate institutions, Lafayette offers a rare combination of programs in the liberal arts and in engineering.

Lafayette is located in an appealing area within easy reach of Philadelphia and New York City. The institution's 110-acre College Hill campus, overlooking the city of Easton, Pennsylvania, contains 69 structures that support the College’s academic, residential, administrative, and athletic programs. The Williams Arts Campus, located at the base of College Hill, connects the main campus to Easton’s commercial center. The 230-acre Metzgar Fields Athletic Complex is located three miles north. Over the past 15 years, more than $200 million has been invested in Lafayette's physical infrastructure.

Full-time teaching faculty positions number 220, with plans to add 40 more over the next eight years. All active tenured and tenure-track faculty hold the Ph.D. or other appropriate terminal degree. There are 38 endowed chairs, with plans to add another 10 in the next four years. The student-faculty ratio is 10:1.

Bachelor of Arts degrees are offered in 36 fields and the Bachelor of Science in 14, 10 of which are in the natural sciences and 4 in engineering. Over 500 courses are offered each semester and approximately 60% have fewer than 20 students. The most popular majors for recent graduates include Economics, Government and Law, Psychology, and Mechanical Engineering. New interdisciplinary programs include Film and Media Studies, Life Sciences, and Environmental Studies and Science.

For the fall semester 2015-16 the College enrolled 2,505 degree-seeking undergraduates (51% men). This number included 433 domestic students of color and 232 international students from 52 countries. Lafayette's six-year graduation rate is approximately 90%. Lafayette received 7,465 applications for admission to the Class of 2019, of whom 2,258 were accepted. This 30% admit rate is evidence of a continued trend of increased student selectivity in recent years. The average SAT score of our first-year students is 1294; 70% were in the top 10% of their high school graduating classes. We are particularly proud to note that with the Class of 2019, Lafayette continues its commitment to student diversity. Of the 672 newly matriculated students, 73 are international and 116 are domestic students of color.

Lafayette's 2015-16 total operating budget is $196 million, which includes $43 million for financial aid. On a budget basis, approximately 63% of operating revenues are derived from gross tuition and fees; 17% from auxiliary operations (including residence halls, dining, and student rental properties); 16% from endowment draws; and 4% from grants, gifts and other sources. Lafayette's endowment is valued in excess of $750 million. The College’s debt rating is currently “Aa3” from Moody’s Investors Service with a stable outlook and “AA-” from Standard & Poor’s, also with a stable outlook. Lafayette is proud of its tradition of fiscal strength and stability, and of the effectiveness with which its financial assets and other resources are managed. Even during the last economic downturn, the College did not compromise its commitment to provide the necessary level of financial support for faculty and academic programs, the physical plant, financial aid, and
HISTORY

Founded by citizens of Easton and named for the Marquis de Lafayette “out of respect for [his] talents, virtues, and signal services . . . in the great cause of freedom,” Lafayette College was chartered by the Commonwealth of Pennsylvania in 1826, six years before it welcomed its first students. Classes for those 43 students were held in a rented farmhouse on the south bank of the Lehigh River; in 1834 Lafayette moved to its permanent home atop what is now known as College Hill.

From its beginnings as a manual labor school, where the all-male student body spent a portion of each day on agricultural and mechanical tasks to secure income for the College and offset tuition costs, Lafayette soon focused its attention more directly on academic pursuits. In 1857 it became the first American college to establish a chair for the study of the English language and literature, with emphasis on philology. Francis A. March, the first incumbent, achieved international fame for his work in establishing English as a pivotal subject in the liberal arts curriculum.

In the mid-1860s, in response to the rise of industrialism, the College began to offer courses in civil and mining engineering. The Pardee Scientific Course, established by Pennsylvania industrialist Arlo Pardee, was among the first academic programs in science and engineering at any liberal arts college. In 1920 Lafayette received an endowment to support the nation’s first professorship in civil rights, followed a decade later by an additional gift from Fred Morgan Kirby to construct the Kirby Hall of Civil Rights, which recently celebrated its 80th year as a campus landmark.

Enrollment reached 1,000 in the 1920s and increased dramatically immediately following World War II. The matriculation of women beginning in 1970 raised the total number of students to above 2,000.

STRATEGIC DIRECTION

With the appointment of Alison Byerly as President in 2013, the College began a process of updating its strategic direction, which was formally adopted by the Board of Trustees in February 2016 after a detailed consultative process. The strategic direction has three aspects. The first is to strengthen need-based financial aid resources to improve access and affordability, with a goal of admitting the most qualified students regardless of their ability to pay. When Lafayette reaches that goal, it will join the ranks of the nation’s finest colleges as a place where all students are admitted solely on the basis of their own merit. Lafayette will be known not only for its distinctive, integrated liberal arts and engineering education but also for making that education available to all, regardless of financial means.

The second aspect of the strategic direction is to grow the size of the student body from 2,500 to 2,850 – 2,900 over six to eight years through a carefully planned and managed process. In 2015 the College received a record number of applications representing a 40-percent increase over the last five years. As the College increases its enrollment by 350 to 400 students during a time of strong demand, it has a unique opportunity to simultaneously increase the diversity and the quality of
our student body. A larger student body will offer the depth and variety of student interests and diversity of ideas and talents that will strengthen Lafayette’s academic programs. The College’s goal is to have a student body that is even more accomplished, more diverse, more dynamic, and better prepared to function in an increasingly complex global environment.

The third aspect is to affirm Lafayette’s long tradition of close student-faculty interaction by maintaining or improving Lafayette’s student-faculty ratio and enhancing faculty recruitment and retention through competitive salaries. As the College grows its student body, the addition of 35 to 40 new faculty positions will maintain or improve the 10:1 student-faculty ratio. These new positions will also add unprecedented depth and breadth to the curriculum. In order to be competitive with the best institutions in faculty recruitment, retention, and satisfaction, the College will target faculty salaries to the middle of a group of 25 outstanding liberal arts colleges.

The new strategic direction complements the goals of the College’s Capital Campaign, whose public phase was launched in November 2014. At the end of June 2016 $300 million had been raised toward the Campaign’s $400 million goal. The Campaign supports three major objectives: (1) strengthening and highlighting Lafayette’s distinctive combination of liberal arts and engineering; (2) making Lafayette a leader in connecting in-class and out-of-class education; and (3) building a strong and diverse campus community. Specific fundraising objectives include support for an Integrated Sciences Center, set to break ground in spring 2017, for which a $28 million leadership gift has been received; continued development of the Williams Arts Campus; additional faculty positions; financial aid; and enhanced residential facilities.

**ACADEMICS: STUDENT-FOCUSED LEARNING**

Lafayette takes considerable pride in offering high-impact learning experiences that are individualized, expertly crafted, and greatly prized by students. With its small classes, a faculty dedicated to teaching and mentoring undergraduates, and the resources to enable students to pursue advanced research or other specialized academic interests, the College provides an ideal environment for talented young people eager to achieve their potential as learners.

Lafayette’s curriculum is distinguished by the rare combination, on an undergraduate campus, of degree programs in the liberal arts and engineering. Students have access to a broad range of discipline-based and interdisciplinary offerings, and undergraduates in all areas of study — including students preparing for professional careers — benefit from academic programs rooted in and enriched by the liberal arts.

While continuing to build on the College’s traditional strengths in engineering, Lafayette is also (1) increasing the exposure which engineering majors have to the liberal arts and (2) integrating the engineering perspective more effectively into the educational experience of non-engineers. Initiatives that support these goals include the IDEAL Center itself, and other opportunities for students from different disciplines to collaborate in developing integrated, practical approaches to complex contemporary concerns.

Recent curricular advances include a revision of the Common Course of Study to shift the emphasis from exposing students to a broad range of subjects to meeting core learning outcomes. The growing focus on interdisciplinary inquiry is reflected in the development of new programs in
Film and Media Studies, Life Sciences, and Environmental Studies and Science.

The College encourages student research, both on an independent basis and through collaborative work with faculty. Attracting over 160 undergraduates annually, the EXCEL Scholars program, through which students serve as research assistants to faculty while earning a stipend, has been particularly successful across all academic divisions.

Study abroad continues to enhance the “globalization” of student learning. Through College-sponsored and affiliated programs, over half of Lafayette’s students participate in some form of international study, with more than 70% of them traveling to non-Anglophone countries. Lafayette faculty members conduct semester-long programs and offer three-week courses in January and May. In addition, short trips abroad can be embedded into courses taught primarily on campus. The commitment to globalization is also reflected in the recent revision of the International Affairs major and through increased emphasis on foreign-language study. The opening of the Oechsle Center for Global Education further solidifies the College’s commitment to excellence in this area.

Similarly, the recent completion of the Williams Arts Campus heightens the visibility of the creative and performing arts. The Arts Campus, which is located at the base of College Hill is a gateway to downtown Easton and contains impressive new facilities for Film and Media Studies and for Theater close to the Williams Visual Arts Building, the home of Lafayette’s studio-art program since 2001. The arts curriculum is complemented by outstanding cultural programming and exhibits in the Williams Center for the Arts, the Experimental Printmaking Institute, and elsewhere on campus.

Lafayette receives significant financial support from foundations, corporations, and other organizations. Over the past three years this institutional support has totaled $22.68 million, including $17.06 million from foundations and $2.64 million from corporations. Leading contributors include The Andrew W. Mellon Foundation, whose recent grants are supporting the fuller integration of the performing and visual arts into the curriculum and co-curricular activities; globalization initiatives; and the use of digital tools by faculty members in teaching and research in humanities fields. The College has twice received grants from the Howard Hughes Medical Institute to expand research experiences for students and increase the diversity of students who study biology. A planning grant from the Kern Foundation allowed Lafayette to join a network of institutions that are integrating entrepreneurship into engineering education. Lafayette’s performing arts series receives annual support from the National Endowment for the Arts – an exceptional recognition for a small baccalaureate college.

**THE FACULTY**

Continuing the strategic growth of Lafayette’s faculty is an important goal of the Capital Campaign. More than half of the 35 new full-time faculty positions envisioned in the Plan for Lafayette have now been funded and filled, raising the number of faculty to 220. The new positions have added teaching depth in selected disciplinary and interdisciplinary areas; they are also enhancing opportunities for faculty-student collaboration on research projects and other initiatives.
Lafayette’s faculty comprises both engaged and engaging teachers who connect meaningfully with their students on both a professional and a personal level. They teach at Lafayette because they value close interaction with undergraduates in and beyond the classroom and are eager to have a direct impact on student learning. Faculty members at all ranks offer both introductory and advanced courses. They are also active and prolific scholars, many with national and international reputations. Faculty research and scholarship are encouraged and supported in the belief that such professional involvement strengthens teaching effectiveness, facilitates student/faculty research, and contributes to scholarly and professional communities beyond the College.

Lafayette supports curricular and pedagogical development and research with its own resources and by encouraging faculty to secure external grants. College-funded assistance is provided through a variety of grants and other awards and an enhanced sabbatical program. Outside awards to faculty to support innovative teaching, research, and the purchase of specialized equipment have averaged more than $1.5 million per year over the past decade (excluding grant, residency, or fellowship funding paid directly to faculty). Awards received in the past three years include the Bancroft Prize in American History, an American Academy of Rome Residency, an American Council of Learned Societies Burkhardt Fellowship, a Fulbright Research Fellowship, three Fulbright Teaching Assistantships, an Institute for Advanced Study Residency, and a Mathematical Sciences Research Institute Graduate Workshop Co-Directorship.

STUDENTS

Lafayette enrolls students who welcome opportunities to extend their intellectual reach. As a result, students are regularly recognized for the quality of their performance in the classroom. Over the past five years they have received numerous national and international scholarships and fellowships for undergraduate and post-graduate study, including 17 Fulbright Grants (plus 1 alternate), 12 Kathryn Wasserman Davis Foundation Projects for Peace Grants, 13 National Science Foundation Graduate Fellowships (plus 9 Honorable Mentions), 10 Goldwater Scholarships (plus 6 Honorable Mentions), 3 Udall Scholarships (plus 3 Honorable Mentions), 3 Beinecke Scholarships, 1 Jack Kent Cooke Foundation Graduate Fellowship, and 4 Marshall Scholarship finalists. Students gain admission to leading graduate and professional schools and secure positions in a wide variety of fields, including business, engineering, education, the arts, public service, and research.

Academic priorities strongly influence the College’s admissions outreach and the allocation of financial aid. Approximately 11% of Lafayette’s undergraduates hold Marquis Scholarships, a merit-based program for students who demonstrate intellectual curiosity and superior academic achievement. Creative and Performing Arts Fellowships enhance Lafayette’s appeal to students interested in the arts. Marquis Scholars and CaPA Fellows are designated as entering students.

The majority of the College’s financial aid is awarded in the form of need-based grants, supplemented by loans and work-study assignments. Through the New Horizons program, Lafayette eliminates or reduces the loan burden for students with family incomes below $100,000. Athletic grants are awarded in 11 sports.

STUDENT LEARNING BEYOND THE CLASSROOM: RESIDENCE LIFE, CO-CURRICULAR ORGANIZATIONS, COMMUNITY OUTREACH, AND ATHLETICS
Students’ activities outside the classroom reflect Lafayette’s commitment to foster intellectual and personal growth in all aspects of campus life. Students welcome opportunities to expand their horizons, and they have the energy, talent, and confidence to be successful.

Lafayette’s profile as a residential college is inseparable from its identity as an academic community. Last fall, approximately 92% of Lafayette’s students were housed in College-owned facilities. These residential options — which include traditional halls, suite-style arrangements, and group living units, including fraternity and sorority chapter houses — are not segregated from other campus facilities. For the past two years incoming students belong to one of five Commons groups that develop affinity for the College, build a stronger sense of community, and serve as the basis for a shared experience with peers. Each Commons is named after one of the Marquis de Lafayette’s ships, and gathers throughout the year for special events and speakers, competes in first-year intramural sports, hosts socials within their Commons and with members from other Commons, and has residentially based learning experiences. Over time each Commons will develop a unique identity and members will remain affiliated with the same Commons throughout their time at Lafayette.

Two residential programs that welcomed their first participants during the fall of 2012 illustrate the degree to which living and learning are integrated on campus. Grossman House enables 25 students interested in global topics to live together in a setting that encourages conversations among the residents and dialogue with the broader campus community. The Living Learning Community, housed in College-owned properties on Monroe Street, includes 13 theme-based groups, each supported by at least one faculty or staff adviser. The addition of these options was particularly fitting as the College celebrated the 50th anniversary of the McKelvy Scholars program, Lafayette’s oldest and most prominent academic-themed residential program.

THE CITY OF EASTON

Lafayette takes special pride in the mutually supportive and beneficial relationship it maintains with its founding city. As Easton’s largest private employer, Lafayette also has a substantial impact on the local economy and figures prominently in the positive image Easton enjoys.

Located at the confluence of the Delaware and Lehigh rivers, approximately 60 miles north of Philadelphia, 70 miles west of New York City, and less than an hour from the Pocono Mountains, Easton (pop. 30,000) is a small, historic city that was founded in 1752. The Lehigh Valley, of which Easton is one of three principal cities, is Pennsylvania’s third-largest metropolitan area (pop. 740,000).

With its scenic waterways, restored canal system, historic buildings, and venues for dining, shopping, entertainment, and recreation, Easton affords a variety of options for students, faculty, staff, and visitors to enjoy. Easton and nearby areas also provide meaningful opportunities for students to engage in experiential learning through voluntary service or by enrolling in credit-bearing courses with community-based components.