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SPECIAL ISSUE
The Collegian



J. Alfred Prufrock measured out his life with coffee spoons. How does one measure out the life of a college president?

Three thousand six hundred sixty-five diplomas signed? Sixty-six tenure appointments? Nine construction projects? Two hundred forty-million dollars raised? The countless cups of coffee the former classics professor drinks from her ceramic replica of New York City's iconic, Grecian-blue Anthora cup?

Early in her tenure, President S. Georgia Nugent laid out her administrative goals thus: "I think we're likely to see a continuation of the trends we've seen recently — Kenyon becoming better and better known, probably becoming more selective as it becomes more attractive to students as their first choice. I do hope that we'll see a student body that's more diverse in many ways, including ethnicity, national origin and economic diversity. We will certainly see some buildings as we start to address the master plan. My hope is that we'll be successful in the [capital] campaign and that will enable us to be richer, not just in the financial sense."

Where did she succeed and where did she fall short? These questions underpin this special issue of the *Collegian*. The answers can be difficult to quantify.

Consider the objectives she outlined. Kenyon received nearly 700 more applications in 2013 than it did the year Nugent took office, yet the College's acceptance rate is still a rather plump 38 percent — versus 29 percent at Oberlin and 7.3 percent at Nugent's alma mater, Princeton. The class of 2017, the last cohort admitted under Nugent, is the most diverse in the College's history. Still, in the last decade Kenyon has never enrolled fewer than 320 white students a year.

The College awarded a record \$27 million in need-based aid to the class of 2017, but the rising cost of tuition outpaces inflation two-to-one, half of the student body pays full freight and three-quarters of the College's operating budget still comes straight from tuition. Despite completing the most successful small-college capital campaign in the state's history, doubling the financial aid pool and funding nearly \$170 million in new building projects, Kenyon has seen its endowment grow by just \$60 million, due in no small part to the financial crisis.

"As a president, you have the ultimate responsibility for absolutely everything that happens on the campus, and that's what's difficult to define about it," Nugent said last week. "It's the educational experience of the students, obviously. It's the professional experience of the faculty. It's the working environment for the staff. It's the reputation of the College in the larger world."

We're attempting here to measure those spheres of influence.

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NUGENT’S SELF-ASSESSMENT

Introvert-in-Chief

I’m an only child of only children. I’m not the most gregarious person in the world. I like to have fun; I have to do that for my job, in some ways, but just to go and hang out with people is very hard for me. I did not go to a small college like [Kenyon], and, in some ways, I have a very different model in my mind of what a president does. There’s a lot you do to manage a \$100 million-a-year organization. I think I do see this more as a career and managing an organization than I see it as a big family, and that does probably put me at an angle from what some people want here.

I will freely admit this is a failing, I guess. There are a lot more presidents, I think, who just show up. Just show up. And that’s not my forte. If I could start over again, I would try to be more self-consciously somebody that I’m not. Try to be much more chummy. Some presidents are extroverts, and they gain energy from being with people. Those of us who are introverts, energy is drained by being with people all the time.

The First Female President

One thing I sometimes wonder is did I experience some difficulty because people expected a woman to be softer and fuzzier, to be more of a mom-type figure in some way? There’s a reason I don’t have children. I’m not a mom. I never wanted to be a mom. So, I sometimes wonder, was there some sort of unconscious stereotype that might have affected the way that people related to me, or that they were surprised by the way I related to them?

Fundraising

Before I took the presidency, I spoke with all of the living Princeton presidents, and I asked them about the fundraising, and they all said the same thing, and I would tell somebody now the same thing, and that is that it’s not about asking for money. I think people think that you’re going to have to go in and say, ‘I want your money,’ and that’s not what you do. You try to ascertain what would be something that people would really feel good about doing, and something that speaks to a real interest they have, and that’s exciting.

Constituents

Suddenly this desire to change the path of something that’s been rolling down the track for years, Nugent said, and I don’t know where that’s come from. I think it’s a relatively new phenomenon. And it’s almost impossible to cope with.

Looking Ahead

Money is no better [than 10 years ago], but there was a little something that happened in the world. ... It would take such a huge amount of money to really move the needle, because if you’re talking about endowment, which is what is scarce for us, and your endowment payout is somewhere between four and five percent, well, whatever it is you would like to have in your operating budget, you have to have 20 times that much.

What concerns me most is not Kenyon. It’s the environment in which Kenyon exists today. I think there are just so many forces afoot — cultural attitudes, financial exigencies, changing mores. I think there are so many exterior factors over which neither Sean [Decatur] nor the College has control. That could be detrimental, and I just don’t know where that’s going to go.

FROM PRINCETON TO GAMBIER

President Nugent’s primary goal in choosing a college was to get as far away from Miami, Fla., her hometown, as possible.

“Homesickness is not a thing that I have ever experienced,” she said with a laugh.

Getting away from Miami at first seemed unlikely, but proved possible when Princeton University accepted her to their first coed class, the class of 1973.

“I applied to a couple schools in Florida. ... Princeton was deciding whether or not to accept women, ... so that’s how I got there. I was also following a boyfriend who I knew was going there, but that’s secondary!” said Nugent.

Being one of a handful of women alongside 3,000 men put the spotlight on Nugent, but that was preferable to being a student who suddenly went from being a big fish in a small pond in high school to being just a face in the crowd in college. Relative to other schools, the admittance of the first class of women to Princeton was not met with much resistance.

“It was fun. ... Almost all the women in my class had a good experience. That was a year when many places went co-ed, including Kenyon. And in many places it didn’t go so well, ... but for us at Princeton it wasn’t true — people were thrilled; the faculty was very interested in having women. When the decision was announced that the trustees had decided to admit women, the Princeton campus radio station played the Hallelujah chorus,” she laughed.

For Nugent, a full-scholarship and first-generation student, college was an entirely new kind of experience.

“I loved all my classes. When I was a freshman I took essentially what is a great books course; it would be kind of like IPHS. ... I went to a very large public high school in Miami. And it just wasn’t a very good school. So when I got this opportunity to read these great books — we started with Homer, Plato — not only had I never read them, I had never *heard* of them. ... I always think of my having the opportunity to go to Princeton as like some huge window being thrown open. It just changed my whole world,” said Nugent.

Along with a wonderful academic experience, Nugent found a rich social life at Princeton.

“At that point there were no fraternities. But there are these things called eating clubs. They are all big mansions along this one street. So we would just start at one and go right down the street, and check out all the bands at the different places. ... It was fun, and basically things haven’t changed that much. There would be things like casino parties. In the spring

my particular club had a tradition of dressing up and having a croquet party.”

Nugent also made her own major contribution to the social atmosphere at Princeton by creating an alternative dining arrangement for the students.

“There was one tall building, and on the top, there were business offices for the university. ... It had a dining room for the workers. So at night we took our meals up there and we got to watch the sunset. ... It was great. We organized a group; there were probably about 200 people who did that,” said Nugent.

The food was brought down in trucks from the main dining hall by kitchen staff who worked for the university.

“There was a whole operation,” she said.

In addition to being the organizer of rooftop dinners having an active social life and doing well in Princeton’s rigorous courses, Nugent also usually held three jobs at a time.

“I was a total scholarship, and sometimes I would send money home. So I waited in the dining halls; I did that every year I think, definitely as a freshman,” Nugent said. “Our dining halls had a layer of student management — as you progressed and became a junior or senior, you could actually be a manager of the staff — so I was a secretary to the student managers in addition to that. Then I was an assistant to the dean of students — that was kind of a work-study job,” she said.

Nugent said that even with three jobs, she was able to maintain a balance between work and play.

“We were much less stressed than you guys,” she said. “I don’t really remember being stressed out. I’m always struck, around midterms or something, how people will be having panic attacks. ... Honestly we had this kind of conception at Princeton — maybe it’s arrogant, I don’t know, but I think it was true — which was if you were smart enough to get in, you were going to do fine. Nobody worried much about it,” she said.

Some of Nugent’s interests in college resurfaced later in her life. Her senior thesis on women in the poetry of Virgil and Dante ended up being the topic of a series of articles she published on women in Latin epics.

“For a long time, it never dawned on me that I had actually gone back to my college topic. And I thought, wow, look at that,” she said.

Nugent’s interests aren’t all that followed her after college. Her nickname did, too.

“People might be interested in knowing that the boyfriend ... gave me the nickname. ... He just started calling me Nuge, and I’ve been Nuge the rest of my life.”

The Collegian

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Office: Room 314 Peirce Tower

Mailing address: *The Kenyon Collegian*, Student Activities Center, Gambier, OH 43022.

Business address: P.O. Box 832, Gambier, OH, 43022.

E-mail address: collegian@kenyon.edu, kenyoncollegian@gmail.com

Phone Number: (740) 625-1675.

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THE NUGENT YEARS

This timeline shows the events and initiatives directed under President Nugent during her decade-long tenure at Kenyon. Beginning with her appointment in 2003, these selections represent some of the most important milestones of Nugent’s career.

FEB. 2003

Nugent appointed 18th president of Kenyon by the Board of Trustees



OUT OF THE OFFICE: PROMOTING HIGHER ED

In the corner of Assistant to the President Kathryn Lake’s office is a life-sized cutout of President S. Georgia Nugent. Five feet tall with neat silver hair and a demure smirk, the cutout is a nearly flawless copy of Kenyon’s 18th president, and it sometimes serves as a replacement Nugent when the president is otherwise occupied or meeting with one of her various off-campus organizations. And she is often occupied — especially with two organizations to which she has dedicated much of her time over the last 10 years: The Amethyst Initiative and The Council of Independent Colleges.

The Amethyst Initiative is made up of college presidents and chancellors who came together in 2008 to petition lawmakers to lower the drinking age. Members of the organization explained that the reasoning behind the initiative had nothing to do with a desire for people under 21, specifically students, to drink more. Rather, it stemmed from the concern that a higher drinking age does not stop students from breaking the law, but it does push them to binge-drink in order to drink without getting caught. While the Amethyst Initiative does not advocate immediate change, it does assert that “21 is not working.” Nugent and other signatories believe that a lowered drinking age would promote a healthier drinking culture amongst students. Kenyon’s party and Good Samaritan policies were inspired by her work there, prompting her increased advocacy of safe drinking regardless of age.

As the president of Kenyon, Nugent knew that her involvement in such an organization would raise some eyebrows, and in 2008 she addressed the issue in a letter to students: “My active support of the initiative stems from my concerns for the safety of our students, for the health of our polity, and for the soundness of our educational values.”

Along with the Amethyst Initiative, Nugent is actively involved in The Council of Independent Colleges (CIC), a group focused on college development, where she is currently the chair of the Board of Directors. The CIC includes 600 colleges and universities and works with their leaders to increase their prominence within the academic community and help them to grow through workshops and conferences. The organization aims to promote higher education, and it thus makes sense that Nugent has been a member for eight years.

Lake believes that participation in organizations such as the CIC is an important part of President Nugent’s job. “It’s good to have a sense of what’s happening nationally and internationally in higher education,” she said. “I think the more you know of the current issues and the better sense you have about what other institutions like Kenyon and even the larger public institutions are doing, the better you can guide the staff, administration and students here on campus.”

After Nugent steps down from her position at Kenyon she will be spearheading the CIC’s new campaign for the liberal arts.

And as for the Nugent cutout? It will likely be leaving campus with Nugent herself, off to see life outside of Gambier and accompany Kenyon’s former president as she works to make changes in the academic community. — *Phoebe Roe*

“I think the more you know of the current issues and the better sense you have about what other institutions ... are doing, the better you can guide the staff, administration, and students here on campus.

S. Georgia Nugent, President

LIGHTNING ROUND

Favorite Graham Gund Building: Thomas Hall

What dorm would you never want to live in? Gund

MiddleGround or Wiggin St. Coffee? Wiggin St.

North or South? North

IPHS or Quest for Justice? I have to say IPHS because I lectured in IPHS.

Love or Money? Love. Best if you can have both.

Football or swimming? Swimming.

Josh Radnor or Paul Newman? Paul Newman.

Henry’s or Bayleaf? Bayleaf.

Oberlin or Denison? Oberlin.

New Apt or Old Kenyon party? New Apts.

Owl Creeks or Kokosingers? Kokes.

DKEs or ADs? ADs.

New York or Gambier? No response.

Favorite curse word? Fuck.



Nugent has spent much of her off-campus time in New York City, where her husband lives and works.

OCT. 2003

“First year” replaces “freshman” in official College language

DEC. 2003

Early admissions accounts for 20 percent of admitted students

OCT. 2003

S. Georgia Nugent inaugurated as Kenyon’s 18th president

ACADEMICS



At her introduction to Kenyon in 2003, President Nugent spoke about love: “the love of learning, the love of Kenyon, and love for one another.” Nugent’s background as a professor of classics, with a focus in epic poetry and Greek tragedy, at Swarthmore College, Brown University and her alma mater, Princeton University, has long influenced her advocacy of moral education, commonly thought of as a facet of the liberal arts. In a 2005 article for *Slate Magazine*, Nugent emphasized the importance of morality-based learning: “The goal is not mastery of a subject but maturity as an adult — attaining a degree of self-understanding, an apprecia-

tion for the limits of the human condition, empathy for others, and a sense of responsibility for civil society.”

In 2012 the Council of Independent Colleges (CIC) nominated Nugent to lead the Council’s campaign for the liberal arts, citing her work shaping Kenyon into “one of the nation’s leading independent liberal arts colleges,” according to their website. Nugent has also served as the chair of the Higher Education Resource Services and a member of the board of the National Association of Independent Colleges and Universities. In a speech at a CIC symposium on the future of the humanities, Nugent said, “Our modern reliance on quantification has undoubtedly been a strength. ...[But] computational strategies alone cannot address the complex human quandaries we confront, and lead us to a brighter future.”

In her decade at Kenyon, Nugent has taught five classes across the classics and drama departments, mostly in tandem with other professors. But she laments not having been able to teach more. “I wanted actually to try and teach one course a year, but I didn’t quite make that,” Nugent said. “I had been the assistant to the president at Princeton, so I felt pretty familiar with what a president has to do, and you’re not an aca-

outset to bring more women to Kenyon.

“I will say that literally coming into the role, diversity was not particularly on my screen,” she said. “It was when I got here ... that I really started to think more about how homogenous the campus appeared. On the faculty side I think it’s amazing. Some years [new faculty members] are almost 100 percent diverse folks,

15 average number of students per class during Nugent’s time

whether international or whatever.”

Samhat, who oversees the faculty, had nothing but praise for Nugent’s efforts. “I think she has taken the lead in promoting the diversification of the faculty, and we have made very significant progress over the last 10 years,” Samhat said.

Professor of Women’s and Gender Studies Laurie Finke said the most important aspect of Nugent’s tenure was her ability to do the job well. “I think it’s really important that she had a successful tenure,” Finke said. “It showed that women could serve as leaders in that kind of a leadership position and be successful at it. I didn’t agree with her on everything, [but] I think she raised money, she built buildings, she increased the profile of the faculty, and so I think she served as a model of female leadership.”

In 2007, Nugent created the director of equal opportunity position in the Office of Equal Opportunity. Mariam El-Shamaa, who has held that post since 2009, said, “The fact that this position exists is part of a testament to what she has done, because when President Nugent just started there was nothing particularly dedicated to faculty and staff hiring.”

Lord Alfred Tennyson’s “Ulysses,” which Nugent quoted in her first address to the student body, contains advice that will apply to her as she departs into a post-Kenyon future: “’Tis not too late to seek a newer world.”

— Madeleine Thompson

ratio of students to faculty over Nugent’s tenure

10:1

demic, fundamentally. You have too many duties.”

Even so, Provost Nayef Samhat says that strengthening the College’s pedagogical core has always been a priority for Nugent. “I think she has been extraordinarily successful,” Samhat said. “Kenyon, which has always had a strong profile, has been enhanced by her leadership.”

During Nugent’s 10 years at Kenyon, the average class size range has been 10 to 19 students, with a steady student-to-faculty ratio of 10 to one. Since 2005, the number of female professors has risen from 90 to 104; though, Nugent said it was not a goal of hers at the

Professor Nugent

The 100-level “Greek and Roman Drama” course that Professor of Classics Carolin Hahnemann taught in the spring of 2011 was unlike any other in her 15 years at the College. For the first time, she had a co-professor, and it was none other than President S. Georgia Nugent.

“I remember hearing a student say, ‘Can you believe it? She was sitting right next to me! She was sitting right next to me!’ So there was this kind of thrill of having the president in the class,” Hahnemann said.

Outside of her official responsibilities as president, Nugent has team-taught four courses in the Department of Classics and stepped in to teach ancient theater when Professor of Drama Thomas Turgeon fell ill. She has also traditionally given the opening lecture in the IPHS course on *The Odyssey*.

In the classics courses she has found time to teach, Nugent has dutifully shared the work with her partner. In “Advanced Latin: The Age of Nero,” run during the spring of 2007, Nugent and her co-teacher, Associate Professor of Classics Adam Serfass, both read all of their students’ research papers and wrote them feedback.

“Students got two sets of comments, hers written in her famously lucid cursive with a black fountain pen,” Serfass said. “She basically said she would make herself available to meet with students who wanted to talk about their topics or problems they were having,” he added.

Although Hahnemann was “a little apprehensive” about teaching with the president, she had worked with Nugent before. “When I was a graduate student at Brown University, she was the first person for whom I served as a TA, so ... we came like full circle,” Hahnemann said.

“I remember we laughed a lot; we corrected each other very directly, very straightforwardly and totally without any hurt feelings. So it was really a lovely experience,” said Hahnemann, who said Nugent was generous with her time but frank about her feelings and constraints. “I felt that I could just ask, ‘Can you do this?’ And if it’s no, it’s no, but I didn’t feel like I had to tiptoe around her.”

Serfass, too, noted Nugent’s candidness. “She was very direct, ... more direct with students than I am, but that was kind of refreshing for them and for me, too,” he said.

Nugent also brought decades of experience and professional connections to the fore. “She had a really broad range of knowledge. She knew a lot of the scholars ... whose work we were reading personally, which was great,” said Serfass.

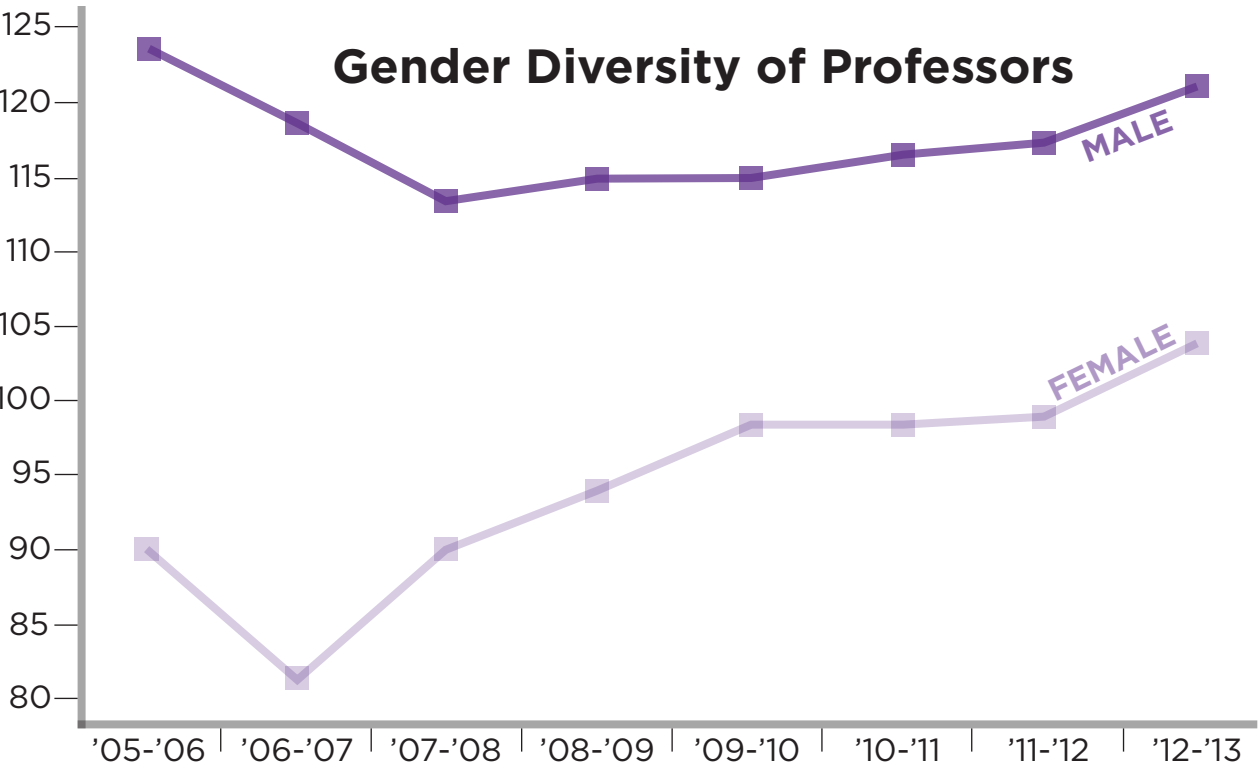
Due to conflicts with fundraising trips and other presidential obligations, Nugent missed most Friday meetings of “Greek and Roman Drama.”

“I was there when I could be, but I couldn’t be there every day,” she said.

Serfass indicated that, despite Nugent’s busy schedule, the pair had a productive working relationship: “When she was in town, ... she was often the primary instructor, and I would be there in a supporting role. When she was out of town, I would take over solo, but it was nice, because we sort of had complementary strengths.”

“The fact that she could go from working with the trustees to discussing the finer points of a Latin verb in one day was really impressive to me,” said Serfass.

— Gabriel Brison-Trezise



2004

Nugent establishes
Presidential Advisory
and Communications
Team (PACT)

APRIL 2004

Trustees form
Special Committee
on Diversity

APRIL 2004

Graham Gund '63
unveils campus Master
Plan

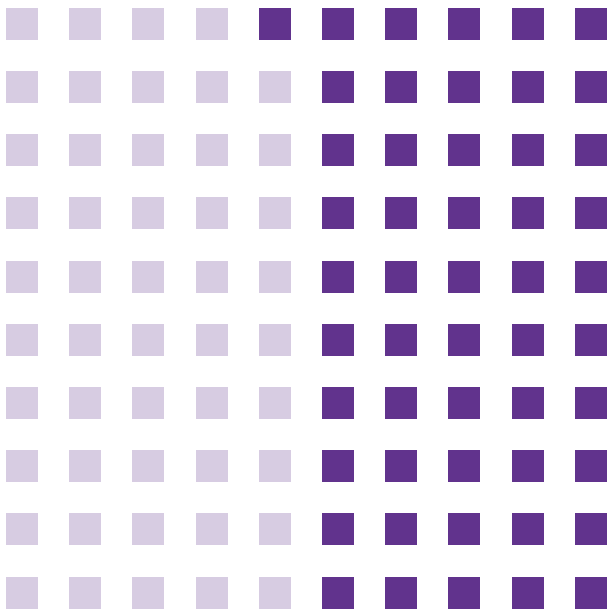
ADMISSIONS



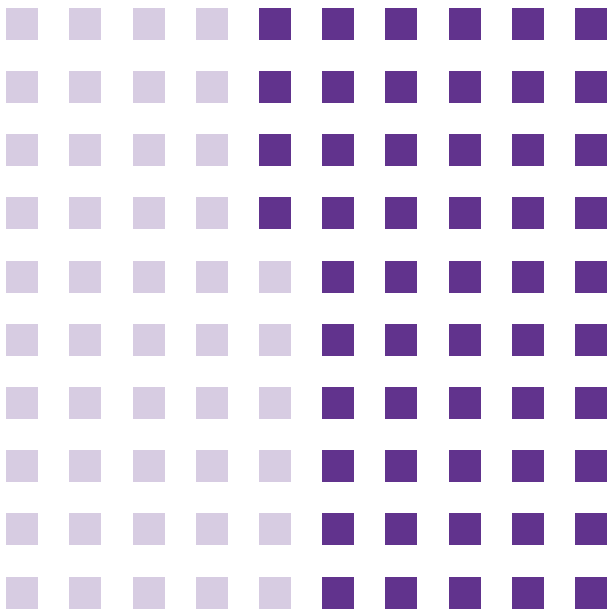
Female Admitted Students (%)

Male Admitted Students (%)

2004



2012



In 2007, a coalition of presidents from dozens of liberal arts colleges chose not to participate in a critical section of the *U.S. News and World Report* annual college rankings survey. It asks presidents and other senior academic officers to rate the reputations of other colleges and universities, and is weighed more heavily in the magazine’s rankings than any other factor.

The act was described in a *New York Times* article as “the most significant challenge yet to the rankings” in higher education and redefined the way that the admissions process was considered.

Kenyon College was one of 46 institutions that chose not to participate in the survey — a decision spearheaded and carried out by President S. Georgia Nugent.

“That was a cornerstone of what I felt was about restoring educational values to the admissions system, and taking it out of the for-profit realm,” said Jennifer Delahunty, dean of admissions and financial aid and Nugent’s first hire.

The College’s ranking, which fell from 29 in 2003 to 32 in 2006, where it has essentially remained, was virtually untouched by the decision because much of the data the magazine compiles on admissions and graduation rates is available through the federal Department of Education.

However, the act exemplified the approach that Nugent has taken to the admissions process at Kenyon.

“The thing that has been so wonderful with Georgia and this Board of Trustees is that they didn’t say, ‘Go drive your SAT scores up. Drive your application numbers up,’” said Delahunty. “Other schools were told to do that. Other schools, comparable schools, their presidents called three times a day to see what their numbers are. I’ve never received that kind of pressure here, because that wasn’t what it was about.”

“I think of her as the great administrator, in the sense that she didn’t have a lot of, ‘Ok, these are the things I need to have done.’ ... She listened,” said Delahunty. “She collaboratively made people’s vision come to reality.”

According to Delahunty, since Nugent arrived at Kenyon, the admissions directive has centered around “access, diversity and quality.” In 2003, Nugent’s inaugural year, students of color made up less than nine percent of entering first years. In the past two years, that percentage has hovered around 19 percent. The Office of Admissions believes that next year’s numbers will be even higher.

Before Nugent, Admissions lacked the resources for international recruiting. Nugent was quick to respond to this need; she championed the international program and provided the means for travel. “She philosophically made the statement that having more international students is

a critical part of being a diverse place,” said Delahunty.

Alongside this initiative came the appointment of a diversity task force in 2004. After two years of research and discussion, the Trustee Diversity Committee decided that, among a variety of other recommendations, increasing financial aid for students of need — regardless of race — was integral to bettering the community as a whole.

“Coming into the role, diversity was not something particular on my screen,” said Nugent. “It was when I got here and through talking to students and parents that I really started to think more about how homogenous the campus is up here. And I’ve been proud of what’s happened there.”

Despite improvements to diversity at Kenyon, there still remains a discrepancy surrounding the male-female admissions rate that the College has not entirely addressed. In 2006, Delahunty submitted an op-ed to the *New York Times* assessing the unfair advantage male applicants have based on their gender.

“The reality is that because young men are rarer, they’re more valued applicants,” she wrote. “Today, two-thirds of colleges and universities report that they get more female than male applicants, and more than 56 percent of undergraduates nationwide are women.”

In a *Collegian* article from the fall of 2011, Delahunty said, “the gap appears to be widening ... Is it because girls are over performing, or are boys backsliding?”

The fact remains that males often have a slightly higher acceptance rate than females, and at Kenyon, little has been done to address what has become a national trend. “I think we would still like to be a more diverse campus, but a lot has changed since when I came,” said Nugent.

Despite fragile economic conditions, Nugent has been dedicated to making sure the College remains affordable by increasing scholarships and enhancing admissions outreach efforts.

This commitment to increase financial aid coincided with Nugent’s personal goal to admit more first-generation students to the College. A first-generation college

student herself, Nugent had a particular interest in this movement. According to Delahunty, the number of first-generation students used to be five percent when the College first started compiling this data. The College has admitted a high of 12 percent first-generation students this year.

“First-generation students have a hard time envisioning themselves at such an expensive and selective place,” said Delahunty. “So we’ve really worked hard on that.”

Though Nugent has taken a backseat role when it comes to the admissions process, the institution as a whole has improved both its mentality and direction when it comes to admissions.

“Have we progressed? Absolutely on the fronts that are important,” said Delahunty. “Our academic profile is up, our diversity students are up, and our selectivity is holding steady.”

According to Delahunty, application numbers plateaued around 2008, “but we haven’t played any games to try and drive our application numbers up.”

“Georgia would say to me, ‘What’s the point? Just so we can turn down more kids?’ She’s a truth-teller,” said Delahunty. “Georgia is a truth-knower and a truth-teller.”

Despite the application rate holding steady for the past five years, the early decision pool is much higher than it used to be. When Delahunty first arrived, that number was at 20 percent of overall applications. Last year, it was upwards of 43 percent.

Overlap schools — schools to which students who apply to Kenyon also apply — are also more selective than when Nugent and Delahunty first arrived. Institutions like Brown University are now among the College’s top-five overlap schools.

“That wasn’t like that when Georgia and I first came here,” said Delahunty. “We’ve positioned the College as a distinctive, special place. ... Our market position has improved through a distinct approach to admissions and a distinctive way to describing this place.”

— Lauren Toole

BUILDINGS AND GROUNDS

Is S. Georgia Nugent a brick-and-mortar president? In her tenure, she has overseen the completion of the Kenyon Athletic Center, renovations and additions to Peirce Hall, the building of the Gund Gallery, Horvitz Center for the Visual Arts, Lentz House, North Campus Apartments, a new press box for the football field, O'Connor House, the Cheever Room to a newly renamed Finn House, and the Gambier Child Care Center at 119 Meadow Lane. "[Nugent] has made a big difference in the way the College works with dining, [and] with the arts," Director of Facilities Planning Tom Lepley said. "I think Georgia's done a good job on campus and I've enjoyed working with her. ... She always supported me very, very well and I always appreciated that." Kenyon College Chief Business Officer Mark Kohlman acknowledged Nugent's role in setting the tone for the buildings and grounds department at Kenyon. "She's not involved with the day to day operations of the buildings and grounds department and the construction projects. That's [the] responsibility [of] me and the people who report to me," Kohlman said. "She, like any president, sets the goals and priorities of the institution and helps guide those through any period of time." We invited Nugent, campus architect Graham Gund '63 and *Vanity Fair's* Paul Goldberger H'05 P'03 to weigh in on the campus's changing face.

North Campus Apartments



Opened: Spring 2012-Fall 2013
Number of Units: 21
Cost: \$20 million
Designed by: Gund Partnership

Graham thinks of his Kenyon buildings as having to last a hundred years. You have to think of the long term. We all like instant gratification. It's tempting to say that we want the financial aid to bring *this* student today, and, of course, that's important. But you have think about generations of students.

S. Georgia Nugent, President

O'Connor House

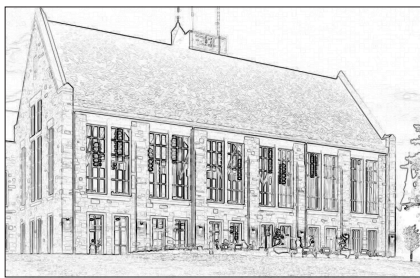


Opened: Fall 2009
Sq Feet: 5,246
Cost: \$350,000
Designed by: Green Valley Design and Gund Partnership

A living place changes by nature, and that's what organic things are and our campus is an organic thing. You have to change it to keep it the same. If you leave it alone, it just deteriorates. And, so, you have to intervene, even if you don't want it to be different, to keep it the same.

Paul Goldberger H'05 P'03

Peirce Hall Renovation



Opened: Spring 2008
Sq Feet: 69,000
Cost: \$21 million
Designed by: Gund Partnership

We are seeing all of this pushback in the popular press: 'these places went on building binges, and they shouldn't have done it and they went into debt.' Well, you know, you could also let your facility fall into utter disrepair. I would still stand by what we did with Peirce, and the new housing and the art buildings.

S. Georgia Nugent, President

Kenyon Athletic Center



Opened: Winter 2006
Sq Feet: 263,000
Cost: \$70 million
Designed by: Gund Partnership

The Athletic Center's a little different because it is more overtly modern. Partly, I think, because the program of it fits more naturally into a modern building, but also because physically it's not next to the chapel, or Ransom Hall, or something like that. It creates its own context.

Paul Goldberger H'05 P'03

Finn House, Cheever Room



Renovated: Fall 2008
Sq Feet: 1,000
Cost: Unknown
Designed by: Green Valley Design and Gund Partnership

No campus should be designed exclusively and completely by one architect and one voice, and this one isn't. There's no feeling that automatically every building has to be a Graham Gund building. Would it be nice to have one or two masterworks by internationally famous architects? Yeah, maybe.

Paul Goldberger H'05 P'03

Lentz House

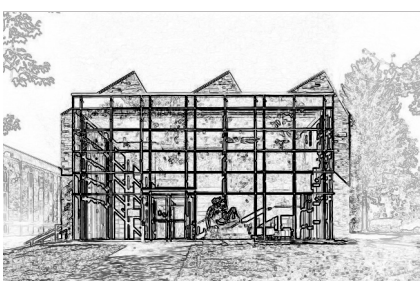


Opened: Spring 2009
Sq Feet: 7,176
Cost: \$1 million
Designed by: Green Valley Design and Gund Partnership

I think that the campus has never enjoyed a greater reputation, and I think a lot of that is due to [Nugent's] legacy.

Graham Gund '63

Graham Gund Gallery



Opened: Fall 2011
Sq Feet: 31,000
Cost: \$17.5 million
Designed by: Gund Partnership

Something I think Graham is particularly good at is new buildings that sit comfortably with old ones and that respond to a context without mimicking. A certain amount of coherence is really something you want.

Paul Goldberger H'05 P'03

Horvitz Center for the Visual Arts



Opened: Fall 2012
Sq Feet: 41,540
Cost: \$22.5 million
Designed by: Gund Partnership

The original design laid out for the campus was so strong, and I think that Kenyon has done a great job of building while keeping that architectural tradition in mind.

Graham Gund '63

MAY 2005

David Foster Wallace delivers commencement address

OCT. 2005

AVI replaces ARAMARK as food service provider for College

FEB. 2006

President Nugent approves the Good Samaritan Policy

\$ \$ FINANCES

Over the course of a decade, President S. Georgia Nugent oversaw the largest fundraising campaign in Kenyon’s history and presided over the greatest percent increase in the College’s endowment in recent memory — despite a crippling financial crisis between 2007 and 2009, the likes of which had not been seen since the Great Depression.

In 2005, the College launched the six-year “We Are Kenyon: The Drive for Excellence” fundraising campaign, noted on its website as “the most ambitious campaign ever mounted by an Ohio private college,” raising more than \$240 million for financial aid, construction projects and other efforts.

It began in February 2004, when the Board of Trustees held its smaller, run-of-the-mill budgetary meeting. But President Nugent had other plans.

“She decided to turn it into a seminar, to talk about issues that were facing the College,” said Sarah Kahrl, vice president for college relations.

“My intention was this kind of sharing function,” Nugent said. “But ... as [the trustees] learned more, [they] said with one voice, ‘We need a campaign!’”

The College then set about forming five committees made up of students, faculty and staff to explore what areas of College life should receive funding.

“One of the most important things that a president can do in a campaign is to lead a strategic effort to decide what to raise money for,” Kahrl said. In the end, the College sought \$230 million — \$70 million for endowed financial aid; \$87 million for professorships, teaching funds and academic opportunities; \$49 million for construction; and \$24 million for the Kenyon Fund and Kenyon Parents Fund.

“Typically colleges will work for several years behind the scenes to raise lead gifts,” Kahrl said, “so that when the campaign becomes public you’ve already raised a substantial amount of your goal.”

So by June 2007, when the campaign was announced, the College had already raised \$110 million, which included a \$25 million anonymous donation and \$10 million gifts each from Paul Newman ’49 and David W. Horvitz ’74. Things were looking up. And then, crisis struck.

The Recession

“There’s a little something that happened in the world,” Nugent said. That little something became disastrous in 2008, when Lehman Brothers went bankrupt, AIG faltered and the global economy plunged into recession.

“We decided to extend the campaign by a year,” Kahrl said. As the market sank and donors clung to their pocketbooks, the endowment suffered. When Nugent arrived to Kenyon in 2003, the endowment was \$125.5 million. Throughout the years, the endowment rose fairly steadily, peaking at \$192.9 million in 2007. Over the next two years, that value fell more than 20 percent, prompting a reassessment of the College’s portfolio investment policy.

“We dropped out of what we called the arms race,” Vice President of Finance Joseph Nelson said. “The arms race was comparing yourselves to other endowments and their performance and everybody wanted to beat everybody.”

Dialing back on riskier investments between 2009 and 2011, the College’s endowment steadily rose once again.

“We just decided that more or less we don’t really care anymore what’s going on at other places,” Nelson said. “We care about meeting Kenyon’s need.”

By 2012, the endowment had climbed to \$184.8 million, more than a 47-percent increase from when Nugent arrived in 2003.

A Fundraising Spree

The “We Are Kenyon” campaign saw Nugent traipsing about the country in search of donors. But with Nugent away from Gambier for part of the academic year, some students say her absence has come at a cost.

“For every good thing our current president has done, it’s always undercut by the elephant in the room: that she’s not always here,” said Sam Baker ’13, Business and Finance Committee co-chair, as reported in a *Collegian* article last February.

There is little doubt, however, that Nugent’s presence on campus has been felt in the College’s expanded footprint. The campaign saw the expansion of Peirce Hall, the constructions of the North Campus Apartment roject, the Gund Gallery, the Horvitz Art Building and numerous renovations.

“I think [the rennovations] had an effect on both of those things that were important to me,” Nugent said, “namely, raising the profile and raising the quality of the student body.” By the end

of the campaign in February 2011, the College had raised more than expected for the Kenyon funds and far exceeded its goal for construction projects. But it had raised little in the way of faculty development, and while doubling endowed financial aid, fell short of its \$70 million goal by \$10 million.

“Even though we’re thrilled that we had doubled the endowed funding, we had hoped for even more, so that’s kind of too bad. I don’t quite understand it,” Nugent said.

Management Style

Kahrl described Nugent’s leadership style as “collaborative.” “She is at home in the seminar room, building consensus and synthesizing the opinions and aspirations of a group.”

But Nugent has also led through some turbulent times. In February of 2012, Nugent announced to staff that they would be receiving a 2 percent raise, compared to a 7 to 10 percent raise for faculty. The decision, and the way it was handled, angered some staff, who felt the salary increase disparity was unfair.

“I certainly am upset if people feel they are not appreciated here and we don’t recognize how much they contribute. ... Our employees received a wage that’s commensurate with what most Americans are receiving,” Nugent said at the time.

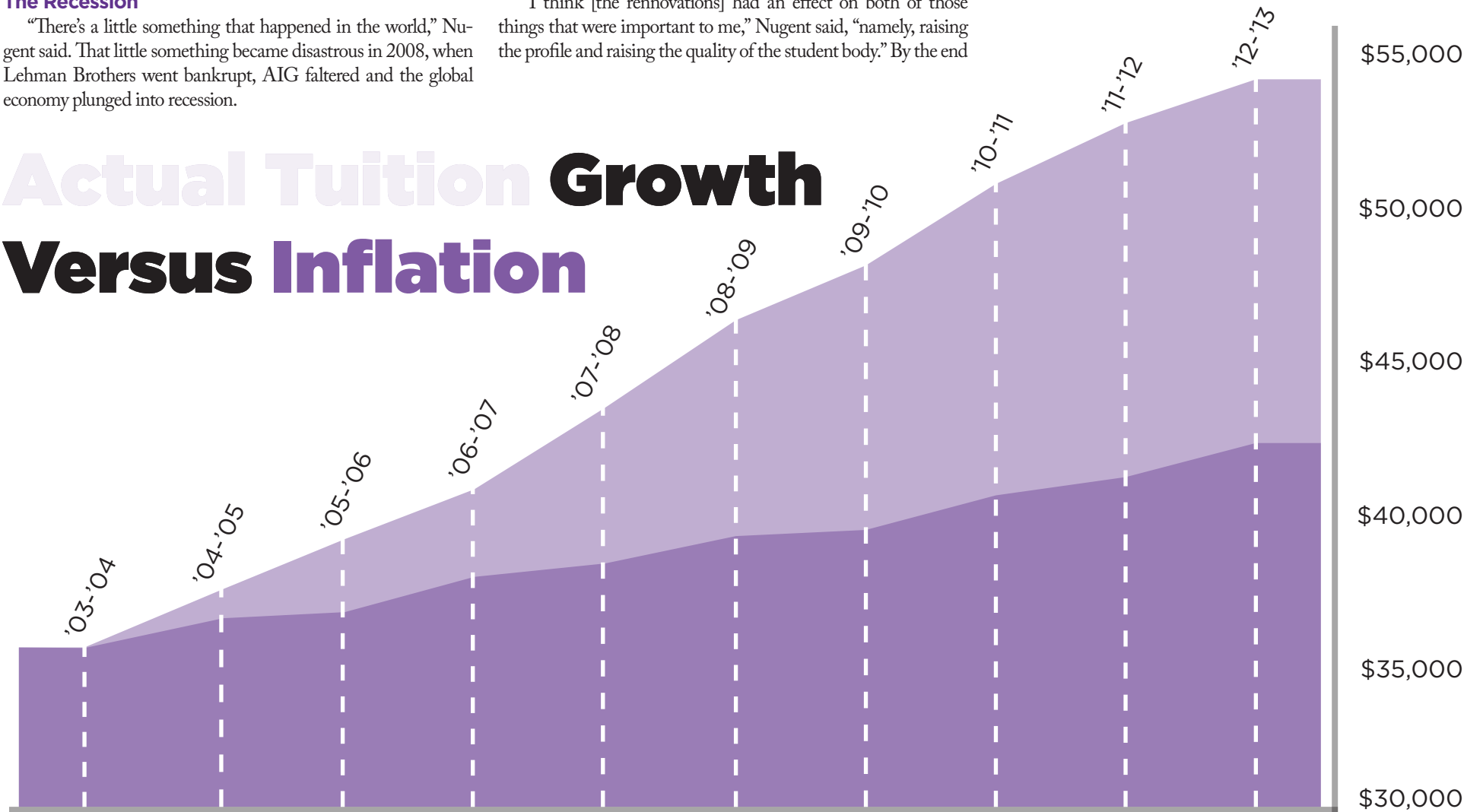
Later that year, in June, the College announced it would out-source maintenance management to multinational corporation Sodexo, prompting a campus-wide debate. In the end, the College adopted the Middle Path Partnership, a compromise offered by the maintenance department and union representatives.

Through all of this, Kahrl said Nugent was “always an effective and passionate spokesman for Kenyon.”

“It’s hard to measure when you go day to day and month to month,” Nelson said. “[B]ut ... I think she should be proud of her decade.”

— Henri Gendreau

Actual Tuition Growth Versus Inflation



MAY 2006

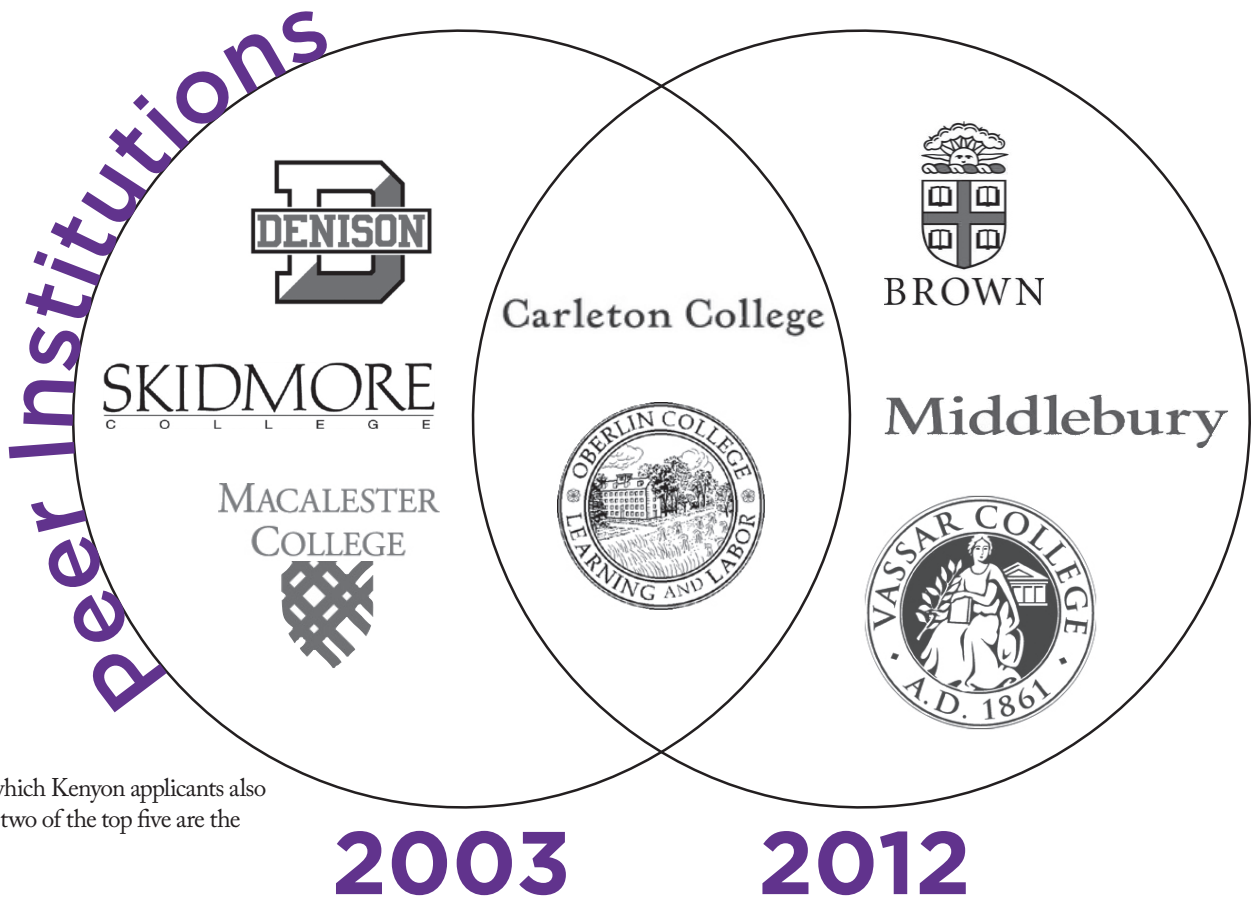
Sen. John Kerry delivers address at 178th Commencement

MAY 2007

We Are Kenyon capital campaign kicks off with \$230 million goal

JULY 2008

Nugent joins the Amethyst Initiative, a coalition working to lower the drinking age



Overlap schools: schools to which Kenyon applicants also applied. Ten years later, only two of the top five are the same.

COLLEGE REPUTATION

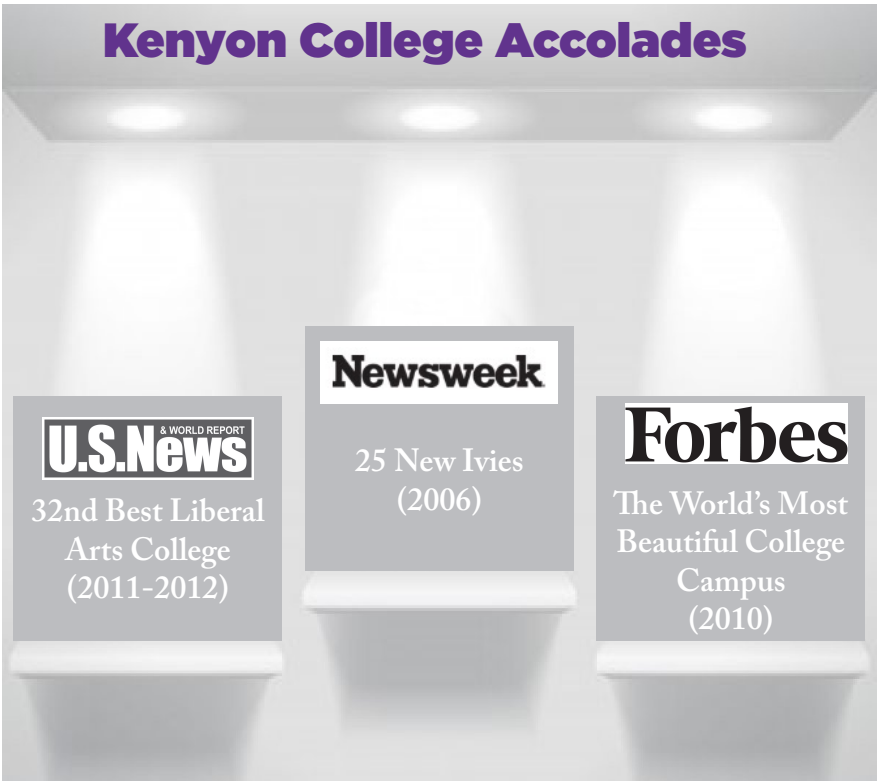
When President S. Georgia Nugent took office in 2003, George W. Bush was still in the White House and gas prices in Ohio were around \$1.50, according to the U.S. Department of Energy. Just as both of these things have changed during Nugent’s tenure, so too has the College’s reputation.

In athletics, we’ve gone from being a swimming dynasty with 31 consecutive national championships under the men’s belts to a second-place comeback kid, hoping that those two years before we won again this year will go down in history as flukes.

Academically, although we’ve dropped three places in *U.S. News and World Report’s* ranking of “America’s Best Colleges” from 29 to 32, we’ve become more selective, accepting 38% of applicants in 2013 compared to 44% in 2003. Kenyon’s reputation as a strong literary school has continued during Nugent’s years, with English continually ranking in the top five most popular majors, despite the growing gap between the present and John Crowe Ransom’s glory years.

Pretty much everywhere I go, people say, ‘I hear a lot about that college,’” Nugent said. “[Kenyon’s] really on everyone’s list’ [of schools to apply to]. I think some of the press we got was our doing, and some of it was fate, but there’s been a lot of it, and it’s been good, so I think Kenyon is much better known and really highly respected today.”

Kenyon College Accolades



Notes on Nugent: Voices Near and Far Sound Off



David Baker
Professor of English at Denison University

“I know Georgia Nugent from our work together in Gambier, in New York, and even in a tiny Etruscan town in Italy. Georgia [is] both incredibly learned and open-minded and artistic. I think this openness, mixed with her superb intellect, has made her such a good leader at Kenyon. I’ll value our friendship and our long talks about poetry.”



Frederick Aldama
Distinguished Professor of English at OSU

“Even here in Columbus at The Ohio State University we know of her progressive worldview that has led to material results in the areas of faculty salary and diversity.”



Bill Heiser
Former Men’s Lacrosse Coach and Assistant Football Coach

“First of all, I think what is very significant from [Nugent’s] presidency is the amount of buildings on campus, from the art building to the north campus residences. Those are very obvious, of course. The student body has definitely become more academically qualified and diverse. The most impressive change to us anyway — my wife [Joan Heiser] and I — is the development of a hugely successful sustainability and local foods program.”

MARCH 2011

Lords swimming’s 31-year NCAA title streak ends

OCT. 2011

We Are Kenyon completed, raises \$240,015,332

FEB. 2012

Faculty and staff pay raises cause controversy



Memo to the next President: NUGENT WEIGHS IN



I’m sure you’re excited about taking up your new role at Kenyon. It’s a wonderful job, full of challenges and excitement. You might think that the challenges involve things like balancing the budget, and the excitement consists of wonderful moments like Commencement. Well, that’s not the whole story. Being president brings with it an amazing array of “other duties as assigned” that nobody tells you about beforehand. Here, for example, are a few of the rather unusual roles I’ve undertaken in my time.

- Raking the gravel on Middle Path — to participate in “Middle Path Day,” of course.
- Serving breakfast to students at midnight during reading days. This is a regular gig, each semester.
- Participating in a dance improv class. Little did I realize this would be less about “dance” than about, basically, falling down. And also lifting people larger than yourself.
- Reading a bedtime story to students in their dorm.
- Spending a day as guest “coach” for the football team.
- Using a sword from the archives to “knight” a group of Lords and Ladies at graduation time.
- Pushing a cart full of groceries in a parade down Main Street in Mount Vernon.
- Being fingerprinted at the Sheriff’s office (required for the college to retain its liquor license).
- Having a life-sized photo replica of myself travel around campus.
- Taping a voice-over for a drama production.
- Having Paul Newman ’49 make lunch for me at his home in Connecticut.



Illustration by Cat Novak

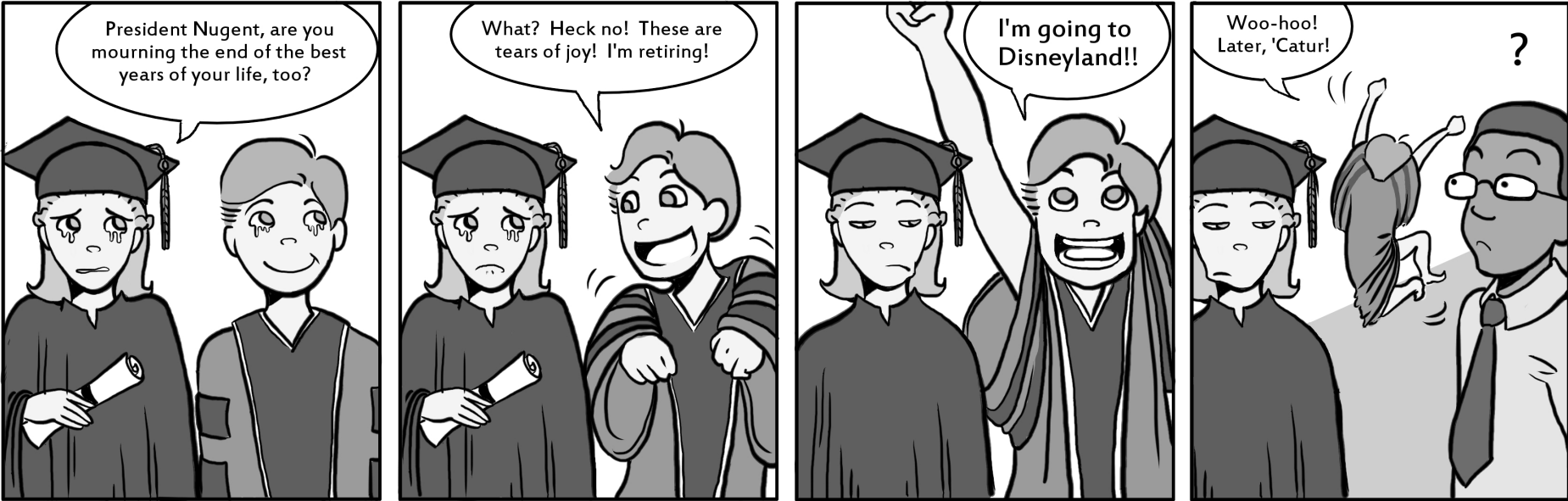
- Amassing a huge collection of purple objects — then auctioning them off for multiple charity events.
- Singing with an a cappella group.
- Being the “1” in a human representation of the number pi on the Science Quad (also captured on film).
- And my favorite: Dancing With The Kenyon Stars!

I hope that you have as much fun in your MANY roles at Kenyon as I have!

S. Georgia Nugent

Cold Cereal

By HOLLY ANDERSON




867 NUGENT IN 953 NUMBERS


In order to determine how Kenyon students perceive President Nugent, we sent out an anonymous poll, which over 200 students took. The questions ranged from serious to silly, and a selection of the results are below.

What unusual pet should the president buy for her new house?

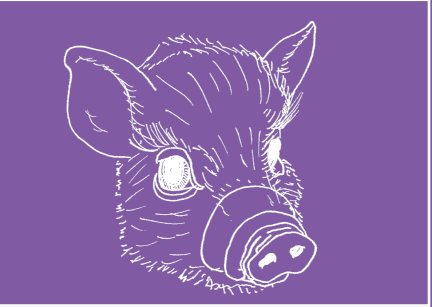
CHINCHILLA [19]




IGUANA [13]



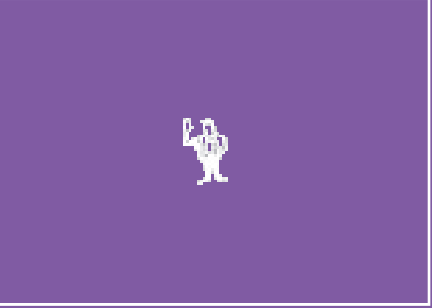
MICRO PIG [7]

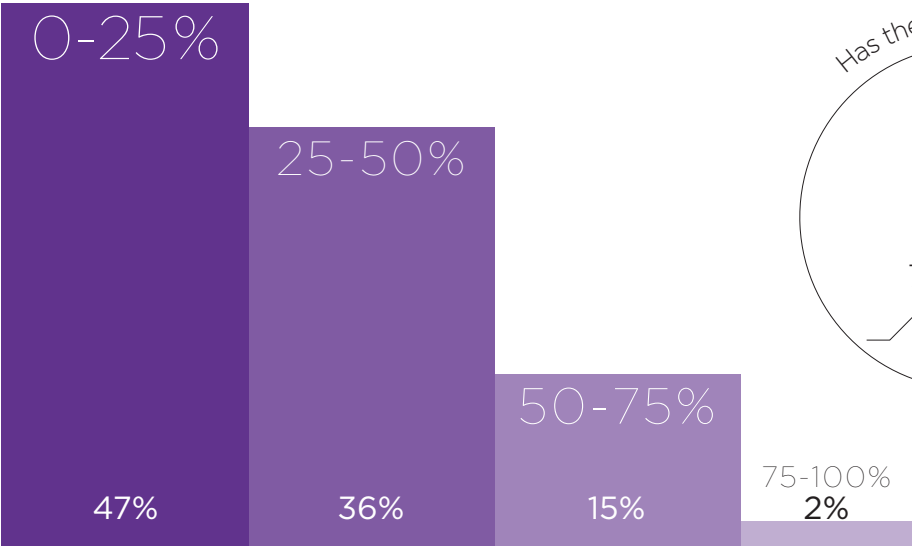


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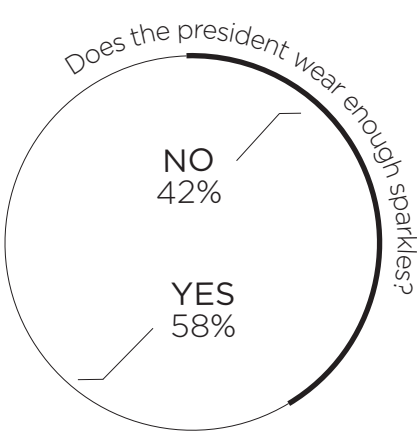
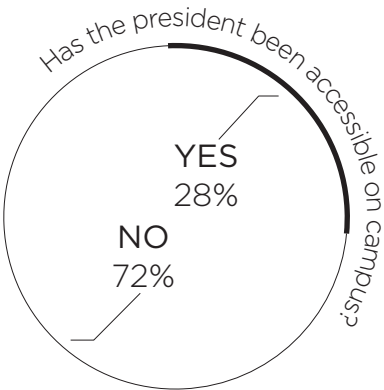


TINY JOSH RADNOR





How much time does the president spend on campus?



"She would win the 'best dressed' superlative."
— David Miller '13

"She's not just a college president; she's a pop icon."
— Tristan Neviska '13

"I was rather bothered that she sold all of her Kenyon attire so soon after she announced she was leaving; it felt like a quick, harsh break-up."
— Michael Michnowicz '16

President Nugent supports and pursues good faith negotiations with employee groups and organizations.



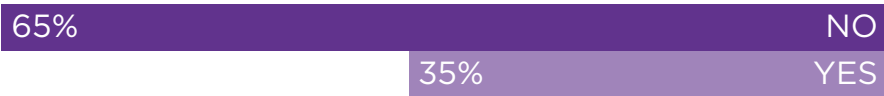
Do you approve of the new buildings that have been built during President Nugent's tenure?



Do you believe President Nugent has been an effective leader?



Has President Nugent successfully communicated policy decisions to the staff/faculty/students?



Has President Nugent improved the academic reputation of Kenyon College?



ATHLETICS



A Non-Athlete Tackles Sports

“I was amazed at how much of a college president’s time is put into NCAA things,” President S. Georgia Nugent said. “I had no idea. You end up thinking about things like how should we schedule the baseball finals? Huge discussions over football practice, and how long should it be, and can you pick up the football, can you just put your hand on it? I mean honest to God we sit around and debate these things,” she said. “So that was interesting to me, and actually, I now think that, as weird as it seemed to me, ... at the Division III level, presidents actually are thinking about athletics and are fairly knowledgeable about it.”

Nugent has played an important and varied role in Kenyon athletics, according to Athletic Director Peter Smith. “Through the channels of the administration that were set up, she’s encouraged a healthy debate on the value of athletics, and I think in the end has supported varsity athletic programs as part of the liberal arts,” Smith said.

The North Coast Athletic Conference (NCAC) is known throughout the National Collegiate Athletic Association (NCAA) for its emphasis on academic excellence. “We were the first league that really focused on equity for women, which is interesting, and we have always maintained this strong focus on academics,” Nugent said. “We want it to be a broader experience.”

Involvement in the Larger DIII Spectrum

For current Lords and Ladies, one of Nugent’s most significant actions came two years ago, when, as a member of the NCAC Presidents’ Council, she voted to add DePauw University to the conference. The decision came with competitive benefits, but at controversial costs, according to Assistant Athletic Director Amy Williams.

“That decision strengthened the competitive field of our conference significantly, but it was also a great cost to our member colleges, both in dollars as well as time spent away from campus by our student-athletes,” Williams said. “But it’s still a great financial cost, and in the era of trying to reduce costs, that creates some really hard conversations for us to have.”

The added financial strains come from the logistics of shuttling the players back and forth between Kenyon and DePauw, along with the potential costs of hotels and the extra bus miles. The five-and-a-half hour journey also means student-athletes have to leave campus earlier and return later, which could mean missed classes along the way.

With the Presidents’ Council, Nugent proposed reevaluating the values of the division as a whole on a national level, according to Smith. “They backed legislation to try to separate Division III into more of its founding members, and perhaps spinning off those colleges that wanted a DIII experience but actually behaved more like a DI school,” Smith said. “That effort failed, but still when any legislation comes up, our Presidents’ Council will take the position and try to align themselves with perhaps the New England Small Colleges’ council and some other conferences that really feel the same way we do about the philosophy of athletics.”

The Lords and Ladies: A Successful Decade

On campus, Nugent is most known for “supporting the conversation of the value of a football program,” Smith said, a process that resulted in the team’s first win in over two years last fall. In conjunction with Dean of Students Hank Toutain, she also created a series of committees to study and assess the role that athletics plays in the greater campus community. The activities of the committee, which formed in the fall of 2012 and is chaired by former congressman Zack Space ’83, are ongoing, though Smith and Williams expect the committee’s results to be presented to incoming President Sean Decatur sometime this fall.

Despite her efforts to champion academic values and check peer institutions throughout Division III that are placing a greater emphasis on athletics, Nugent has been an infrequent spectator of Kenyon

“I think Kenyon athletes at their best really play their sports with a great deal of passion, and a great deal of pride in representing the College.

Jim Steen, Senior Program Advisor

athletic events.

“Let’s just face it: I am not a person who watches sports, and I know that athletes have not liked that,” Nugent said. “I should, like Woody Allen, just show up, but to me that was inauthentic, and I wouldn’t do it any other way.”

Even so, student-athletes have flourished on and off the field during Nugent’s tenure. In Nugent’s first year, Ashley Rowatt ’03 was named the NCAA Woman of the Year, the first-ever Division III athlete to win the award, paving the way for two others in 2011 and 2012.

“I think Kenyon athletes at their best really play their sports with a great deal of passion, and a great deal of pride in representing the College,” Jim Steen, senior program advisor and former men’s and women’s head swimming coach, said. “I think there is absolutely no inconsistency in striving for balance in any area of this college and being successful.”

Since 2003, Kenyon student-athletes have earned a total of 16 NCAA postgraduate scholarships, including three this year for Ian Stewart-Bates ’13, Curtis Ramsey ’13 and Anna Connolly ’13. “For a school to get one is remarkable. To get three is very, very good,” Smith said. “It combines academics, athletics, community service and character.”

Centered on Community: the Kenyon Athletic Center

Community engagement serves as a crucial part of athletics at Kenyon. Williams and Nugent emphasized that Kenyon athletics include intramural sports and recreational activities that involve the College and its people. Off the field, Nugent has made several important contributions to this side of athletics on the Hill.

Under Nugent’s predecessor Robert A. Oden, plans for the Kenyon Athletic Center (KAC) came into being; though, the task of actually overseeing the implementation of these plans and the construction of the building itself fell to Nugent when Oden accepted the presidency of Carleton College in 2002. One of Nugent’s first actions as Kenyon’s leader was to break ground on the \$73 million building. When the KAC finally opened in January 2006, its role as a true community space and not simply a home for varsity athletes was solidified.

“She supported the concept of the building, I think because she realized it served as a teaching space, a meeting space,” Smith said. “It’s a rain site for opening convocation and graduation, and a lot of speakers will come — for instance Michelle Obama last year. So we’ve got this space on campus that can do many things, in addition to the varsity athletics space.”

Nugent emphasized this community aspect of the KAC. “It’s for recreational athletes, for other purposes, like Relay for Life, and all kinds of things have happened down there,” she said. “I think that’s been great for the College, in part because it’s bringing different groups together, varsity athletes and non-varsity athletes and other people.”

There is no doubt that Nugent left a mark on athletics at Kenyon, according to Smith. “From my perspective I think you can go back and look at what she and her administration contributed to not just the varsity athletes but to the club sport athletes, to the people that recreate, to the KenyonFit program,” he said. “She has supported the building that now houses the Relay for Life, the [start and end of the] EDC Earth Day half marathon, and I think that took a lot of effort on her part, to be ingrained in the classics, and extend herself to the physical side. I think that’s an accomplishment for her, and people need to know that.”

Athletics under Nugent, by the numbers:

25

NCAC Coach of the Year Awards

9

men’s swimming NCAA Division III titles

5

women’s swimming NCAA Division III titles

7

consecutive NCAC men’s tennis titles

25

individual academic All-Americans

318

College individual athletic records set

males

167

females

151

56

fall

8

30

winter

58

81

spring

85