

An aerial photograph of a university campus. A wide, light-colored paved path winds through lush green lawns and clusters of trees. Several people are seen walking along the path, some in small groups and others alone. The overall scene is bright and vibrant, suggesting a sunny day. The text 'OUR PATH FORWARD' is overlaid in the top right corner in a large, bold, white sans-serif font. Below it, the subtitle 'The Campaign for Kenyon' is written in a smaller, white sans-serif font.

OUR PATH FORWARD

The Campaign for Kenyon



NOW MORE THAN EVER

The world needs people who can find the intersections among divergent perspectives — people with the humility to listen and the courage to be heard.

The world needs ideas asserted, contested and examined from multiple viewpoints.

It needs assumptions challenged in a spirit of discourse and discovery.

On the job and in our communities, just as in our classrooms, the world needs people who can forge the path to progress.

Now more than ever, the world needs Kenyon.





A young woman with long, wavy brown hair is walking on the left. She is wearing a black leather jacket over a green top and black pants. She has a backpack and is smiling and looking towards the man in the middle.

A young man with short black hair and a beard is walking in the middle. He is wearing a denim jacket over a blue t-shirt and black pants. He has a backpack and is smiling and looking towards the man on the right.

A young man with curly brown hair is walking on the right. He is wearing a white t-shirt with 'north coast 30 NC AC 2014' and khaki pants. He has a backpack and is gesturing with his hand while talking to the man in the middle.

KENYON THRIVES ON THE LIVELY AND DIVERSE MINDS THAT CONVERGE ON OUR HILL.

Yet the diversity that fuels our spirit of discourse is in jeopardy. Many students qualified to meet the intellectual demands of a Kenyon education are unable to meet the financial ones.

Your partnership will ensure that Kenyon reflects the diverse world our graduates will enter. It will equip faculty and students to pursue game-changing questions in the classroom, the field and their lives beyond Kenyon.

EXTEND Our Path

Foster an academically excellent, inclusive intellectual community.

Each year we turn away many qualified students simply because we cannot meet their financial need. Others simply do not apply because they feel they could never afford Kenyon. It would be hard to find a school where the money goes further than it does at Kenyon, and fiscal discipline is critical to capturing our share of academic talent. A larger endowment will help us keep pace with the growing financial need of today's top students and support the gifted faculty who inspire them.



WITHIN REACH

A Richer Discourse

“The guidance of my professors has been super-valuable to me, especially as a person of color and a first-generation student.

The only goal for me was to make it to college — that is, the only goal of my parents. After four years at Kenyon, I see myself as an individual who can act autonomously, who is guided by his own motivation and his own desires.”

– Daniel Garcia-Archundia '17

Daniel Garcia-Archundia '17, who is from Woodburn, Oregon, double-majored in political science and Spanish, pursuing extensive coursework on Latin America. He spent a semester abroad as part of the SIT program Comparative Education and Social Change, in Buenos Aires, Argentina, and Santiago, Chile.

On campus, he was president of the Bilingual College Preparatory Program, in which Kenyon students tutor first-generation Latino middle- and high-school students in nearby Mount Vernon. Garcia is now teaching in the Brownsville Collegiate Charter School in Brooklyn, New York, part of the Uncommon Schools network. He plans to pursue graduate work in education.



We will build our endowment based on a simple principle: The ability to thrive, not the ability to pay, must be the mark of a Kenyon student.

The cost of a private, residential college education is significant, especially at Kenyon where the low student-to-faculty ratio is crucial. The challenge of rising costs is compounded by a shift in American demographics. The number of high school graduates is declining, and census data predicts that the most promising students will be more ethnically diverse, first in their families to attend college and more likely to need financial aid.

With another \$100 million in endowment for financial aid we can increase the number of low-income students on campus by 10 percent and double the proportion of our financial aid budget that is supported by endowment (from 12 to 25 percent) — putting our commitment to access and affordability on a sustainable path.



Endowed funds are a perpetual promise.

Because the principal of the funds are invested and never withdrawn, endowed funds are a perpetual promise, passed from one generation to the next. In addition to endowment for financial aid, professorships and other designated initiatives, a larger pool of unrestricted endowment funds will prepare Kenyon for the unseen challenges and opportunities of a 21st-century education in the liberal arts and sciences.

Endowed professorships are vital in the recruitment of top-tier educators.

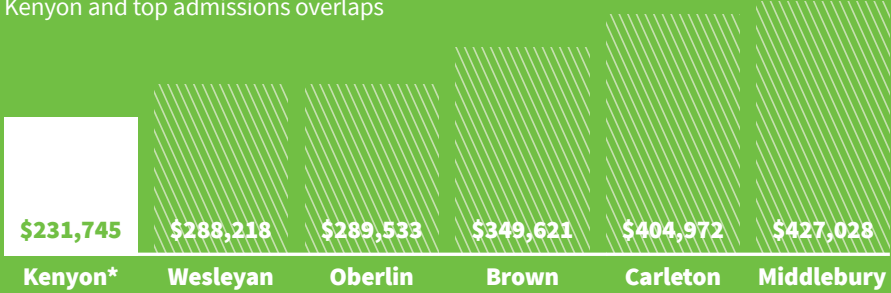
Kenyon has about 200 full-time faculty members, but only 23 of those are secured by endowed funds. Many Kenyon departments do not have even one endowed professorship, and new and growing departments such as environmental studies, math and biochemistry would benefit from additional faculty to meet increasing student demand.



Kenyon's pool of investment funds has grown markedly, and continued growth will allow us to compete for the nation's best students.

Endowment per student*

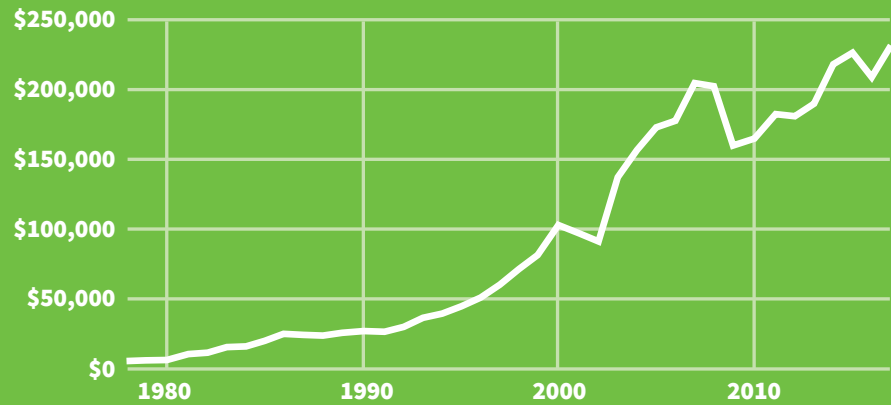
Kenyon and top admissions overlaps



Fiscal year 2017

Endowment per student*

Kenyon's 40-year growth



*Prior to July 1, 2018, Kenyon maintained two separate investment pools: an endowment fund and an unrestricted reserve fund. Effective June 30, 2018, the unrestricted reserve fund was combined with the endowment fund. For comparison purposes above, prior years reflect the combined total of the funds.



Portion of financial aid budget supported by endowment

\$35 MILLION

Total financial aid awarded in 2017-18

FINANCIAL AID IS THE FASTEST GROWING ITEM IN KENYON'S BUDGET

\$1 MILLION IN ENDOWMENT = 1 FULL-TUITION SCHOLARSHIP

ENRICH

Our Path

**Build a bridge between
what students know and
how they'll use it.**

Today's students expect to apply the skills they hone in the classroom to real-world problems — an integral part of their college experience. They are right to demand this: The hands-on learning that sets up students for success after graduation also challenges them to go deeper in, and beyond, the classroom.



EXPERIENCE

Theory Becomes Practice

Associate Professor of Biology **Karen Hicks** is the principal investigator on a National Science Foundation grant aimed at promoting diversity in the sciences. She helped develop the STEM Scholars Program, which provides students underrepresented in the sciences with special advising and mentoring, research and internship opportunities, and service-learning projects to support their success.

“When science students design an activity to get kids to learn through play – rather than simply throw information at them – they have to understand the content really well.

This work can change how undergraduates see themselves: They’re more like scientists. They’re the ones with expertise.”

– Karen Hicks, Associate Professor of Biology

Through hands-on learning and curricular innovation, we will equip students from all backgrounds to thrive in an increasingly complex world.

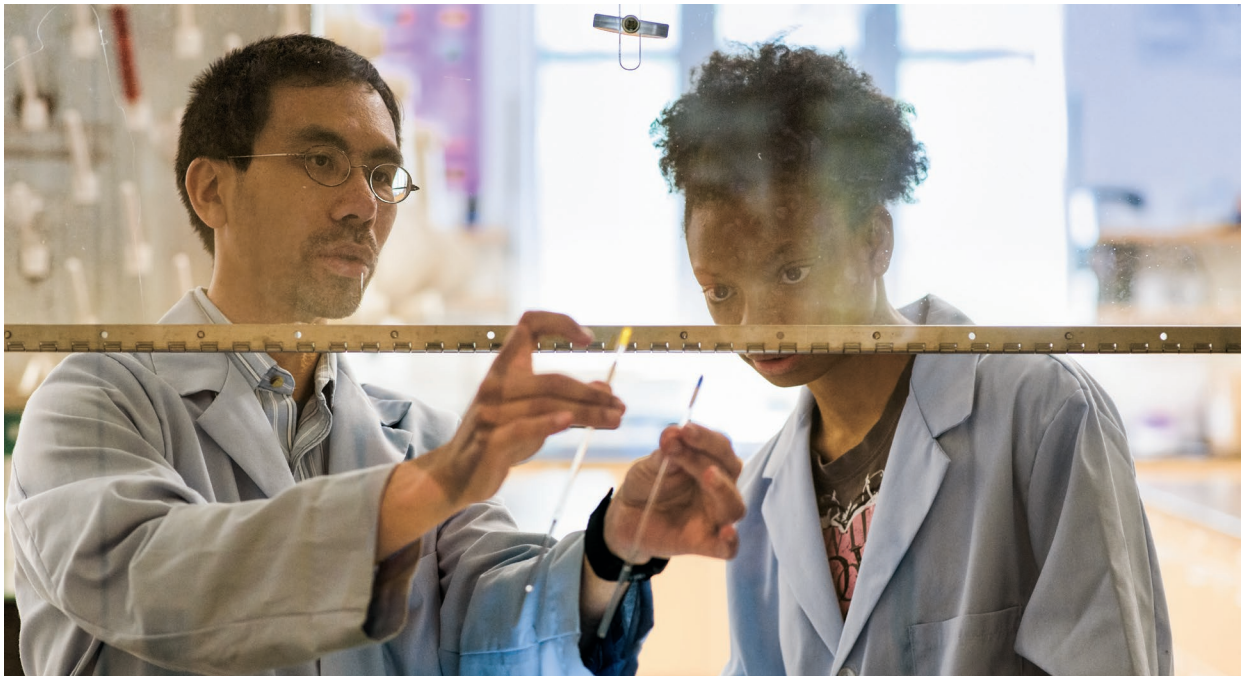
For graduates to thrive in work and in life, the two most important factors of their education are connection with a faculty member and putting ideas into action. Kenyon students already benefit from close collaboration with supportive faculty members. More and more, we need to extend the rigorous work that happens in the classroom to include experiences that empower students to test their ideas in the field.

The types of experiences that get students to think deeply outside of the traditional classroom are called “high-impact” because they have been shown to improve student learning as well as prepare students for success after graduation. These include internships, off-campus study, independent research, capstone projects and other collaborative work. They have benefits for all students and are especially effective at improving the persistence and graduation rates of first-generation and other underrepresented students.

In addition, the learning experiences that challenge students to go deeper in the classroom are the same high-impact experiences that set up students for success in the workplace.

The Kenyon 2020 strategic plan seeks to ensure that all students have at least two high-impact experiences before graduating.


With your partnership, we will broaden the reach of programs for current students and endow summer research, internships and other high-impact experiences for generations to come.





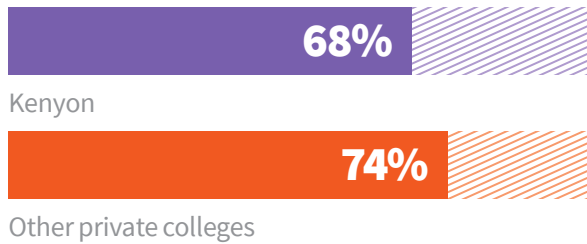
In Kenyon's **"Solar Power Systems"** class, Assistant Professor of Physics Eric Holdener and Jerry Kelly '96 teach students electricity basics, solar electric design and financial analysis as part of installing solar arrays across campus. "Financial engineering is probably the biggest challenge to a successful project," said Zach Sawicki '16. "It's easy to plan a system, but it's not so easy to figure out how to pay for it."

Sawicki and his classmates deployed a 19kW system to the Kenyon Farm that will generate 85 percent of the farm's energy needs. The class oversaw a solar array installation on the Village Inn to offset 80 percent of the power used in apartments there. A third array was activated on the new Village Market. "We could point to this and say, 'We did this, this is something that we are doing to help make Kenyon greener,'" said Mary Liz Brady '18.



According to employers, the single most important credential for a college graduate entering the workforce is internship experience.

STUDENTS WHO PARTICIPATE IN AN INTERNSHIP OR FIELD EXPERIENCE:



34 KENYON SUMMER INTERNSHIP STIPENDS were awarded in 2017 and ranged from \$750 to \$5,000

PAID INTERNSHIPS = MORE JOB OFFERS

63% of college grads who had a paid internship received a job offer

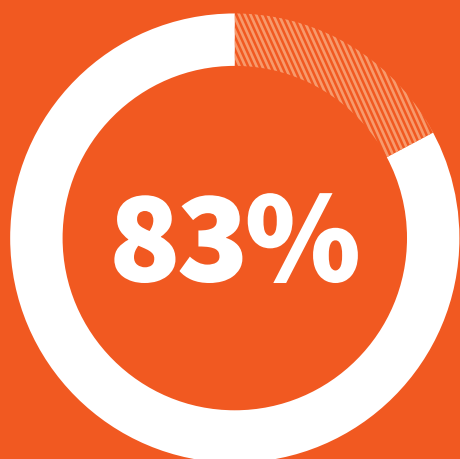
35% of college grads with no internship experience received a job offer

Higher starting salary

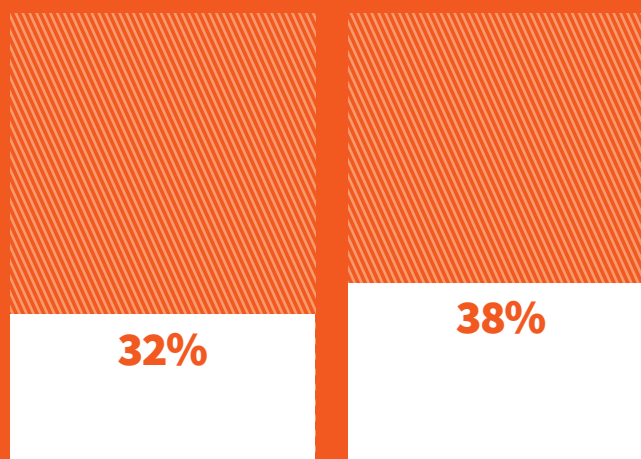
Grads with paid internships get an average starting salary of \$52,000, 28 percent higher than peers without internship experience

NEARLY HALF

of all internships are unpaid



of student researchers went on to jobs or graduate work in a **field related to their major**



Graduates who had two “high-impact” learning experiences at Kenyon

75 SUMMER SCHOLARS

received a \$4,000 stipend to conduct research with faculty members in the natural sciences, social sciences and humanities over the summer of 2017.

Kenyon students can choose to study off campus with more than **200 programs** in more than **50 countries**

ON AVERAGE HALF OF EVERY JUNIOR CLASS STUDIES OFF-CAMPUS

200 IN **16** ACROSS **10**
STUDENTS COURSES DEPARTMENTS

undertook projects with community organizations in 2017–2018

Only at Kenyon

One-of-a-kind cultural organizations based on Kenyon's campus provide students with special opportunities to apply classroom study to real-world problems, build career credentials and interact with the surrounding Knox County.



60

**Gund Gallery Associates
every year**

The Gund Gallery champions the best art of the 20th and 21st centuries via an active exhibition schedule, expanding permanent collection and valuable curricular collaborations. Faculty regularly draw on gallery resources to enrich their teaching — about 2,500 student visits across 150 course sessions each year. And the Gund Gallery Associate Program provides students with practical experience in gallery work, such as curation, research and community outreach.

Building on a renowned history, **The Kenyon Review** has grown from a distinguished literary magazine to a pre-eminent arts organization, celebrating the best in contemporary writing. It nurtures a diversity of voices at every stage of their careers, publishing works online and in print, and hosts programs such as the summer Young Writers Workshop for 16- to 18-year-olds and the Kenyon Review Associate Program, which offers undergraduates practical experience in the publishing business.

85

Kenyon Review Associates every year



The Philander Chase Conservancy is the only private land trust affiliated with a college. It is uniquely positioned to connect conservation efforts in Knox County with education and research by Kenyon undergraduates. Lands held by the conservancy, such as the Brown Family Environmental Center and the Kokosing Nature Preserve, are important laboratories within Kenyon's network of green initiatives. All told, the conservancy has worked with local farmers and other private landowners to protect about 5,300 acres around Gambier.

5,300

Acres protected by the Philander Chase Conservancy

ENHANCE Our Path

Adapt our campus to 21st-century teaching and learning.

We are at a critical moment in undergraduate education — a time when technology is opening new worlds of knowledge, when faculty are collaborating more with students and with one another, when we recognize the value of building a continuum between work in the classroom and work in the world. We are creating facilities that are a match for these flexible, integrated approaches.



WEST QUAD

Spaces Designed for Innovation

The new quadrangle, called the West Quad for its location on the west side of Middle Path, will consist of:

- A state-of-the-art library that is a laboratory for teaching innovation and a hub for undergraduate research, experiential learning and academic and career advising;
- A new interdisciplinary academic building for the social sciences;
- A new home for admissions and financial aid;
- Expanded facilities for one of Kenyon's great hallmarks, the English department.

We will equip our faculty and students with facilities adapted to meet the challenges of our time.

A new interdisciplinary hub in the core of campus will bring together 21st-century teaching and learning with 21st-century library, information and student services.



The new library will be a hub for high-impact practice and experiential learning, and bring together academic and career advising to support the continuum of experiences that position students for success.

Olin and Chalmers libraries are not optimized for 21st-century learning. On an average day, over 1,600 visitors come through their doors — nearly a 38 percent increase from a decade ago. Modest renovations have increased seating and natural light to reading areas, and we have expanded information technology services; however, these improvements are not enough to support today’s campus community. Retrofitting the space is not cost-effective, and we face \$18 million in maintenance costs alone.

We envision a library that provides access to the newest technology, where students and faculty can collaborate in flexible spaces that accommodate the most challenging projects. It will be a nexus for student and faculty research and provide vital linkages to resources and networks beyond Kenyon. In addition, the new library will meet or exceed the Gold standard for LEED certification and represents one of the largest available opportunities to reduce Kenyon’s carbon footprint.



“As my students learn new ways to uncover data, they also come to appreciate how new forms [such as podcasts and digital storytelling] can effectively communicate to both lay persons and sophisticated specialists. I am particularly excited about Kenyon expanding the opportunities for students to construct narratives through in-person interviews. A library built to provide the production space, equipment and instructional technologies that supports these types of assignments will be ideal.”

Ric Sheffield, Distinguished Professor of Diversity and Inclusion, directs both the Law and Society Program and the John W. Adams Summer Scholars Program in Socio-Legal Studies. In his course “Law and Narrative,” students use a wide range of media to demonstrate how law comes to be understood through stories.



A new building next to Lentz House will house the faculty and staff now working in Sunset Cottage.

We will expand our facilities for the English department, which has outgrown its current spaces.



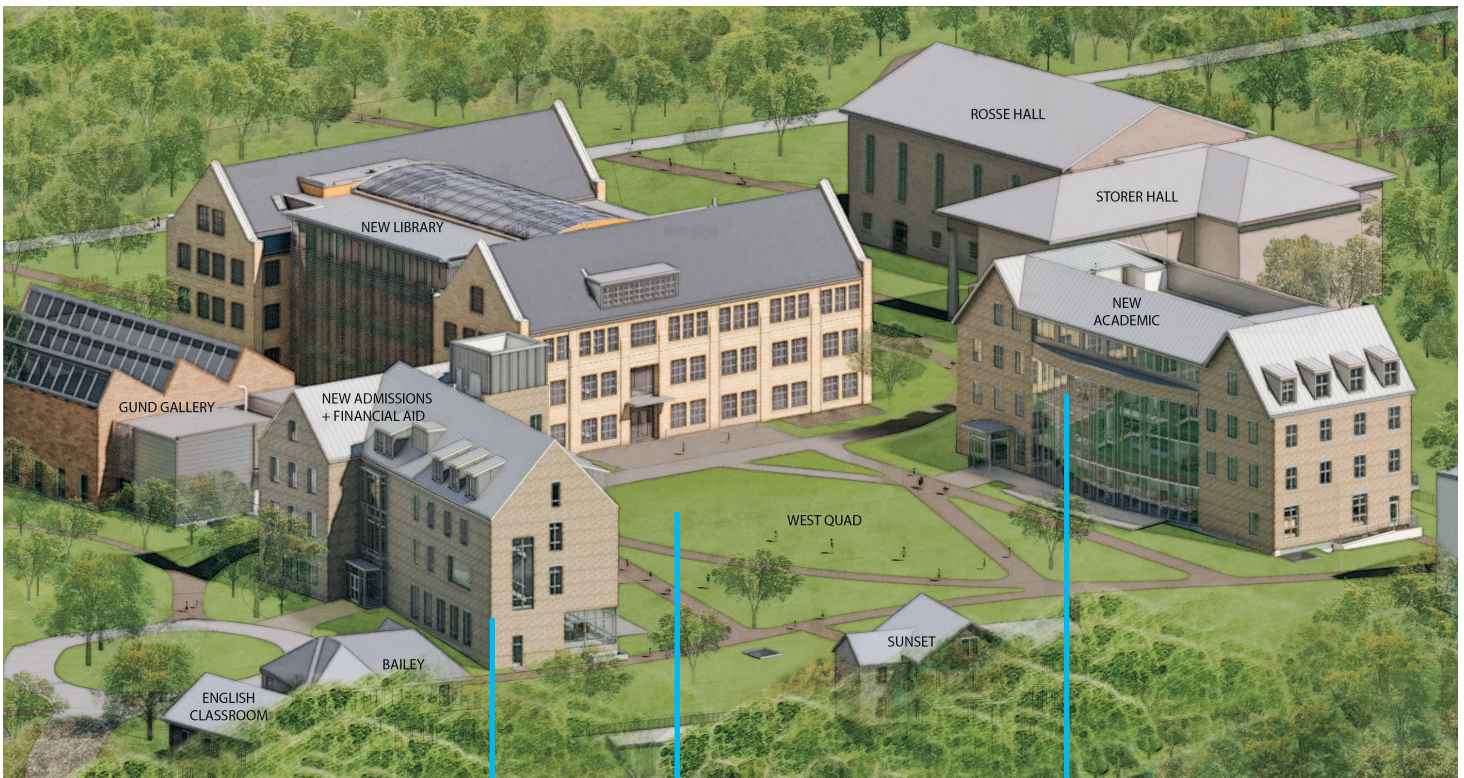
A second building will contain new seminar space and offices for visiting faculty.

The English program at Kenyon is one of the College's proudest traditions and has fostered some of the most acclaimed writers of the 20th and 21st centuries. Space and accessibility concerns make historic Sunset Cottage unsuitable for use by the high volume of students and faculty in the English program. Adding two cottages adjacent to Lentz House will allow us to meet the needs of the English program while preserving Sunset Cottage for future renovation and use.

The West Quad enables us to make major strides toward a more accessible Kenyon campus.

The new academic building will allow us to renovate Ascension Hall so that it is accessible to all students and faculty. We estimate that when all of the West Quad projects are complete, including the renovation of Ascension, 90 percent of classrooms will be accessible, up from 71 percent currently; 100 percent of classrooms with 20- to 99-seat capacity will be accessible.

90
percent of classrooms will be accessible when the West Quad and associated work is complete



A college’s **admissions office** is where first impressions are made. Centering admissions and financial aid in this hub for interdisciplinary and experiential learning puts the values, and value, of a Kenyon education front and center.

Underground parking reclaims green space and improves accessibility for visitors and community members.

A new **interdisciplinary academic building** will foster cross-cutting research in the social sciences. To do this, we need spaces that can be configured for collaborative work. In addition, a 289-seat auditorium will provide much-needed space for public lectures and forums, such as the biennial conference hosted by the Center for the Study of American Democracy.



A renovated bookstore and contemporary retail and dining spaces will create a downtown that is attractive to students, faculty, staff and community members.

We will create vibrant, mixed-use spaces downtown, where living and learning come together.

The experience of four years on the Hill prepares our students to thrive within complex communities, living side-by-side with others in an active residential village. We will continue to invest in downtown Gambier, creating vibrant retail and restaurant spaces, new student apartments and additional spaces for student programming.



A new Village Market with student apartments above is centrally located next to the post office on Chase Avenue.

A high-angle, top-down photograph of a swimmer in a pool. The swimmer is wearing a black and purple swim cap and is captured in a freestyle stroke. Their arms are extended forward, and their head is above water. The water is a vibrant blue with white foam and splashes around the swimmer. The lighting is bright, creating a clear view of the swimmer's physique and the texture of the water.

Your annual support of the Kenyon Fund and the Kenyon Parents Fund is what powers the activities that make Kenyon exceptional, year in and year out. Great faculty. Small classes. First-rate labs and seminar rooms. Magnificent public spaces. Record-breaking achievements. Every day we build Kenyon's future on our proud tradition. Your gift to the Kenyon Fund and the Kenyon Parents Fund is an expression of confidence in that future.

OUR CAMPAIGN PRIORITIES

To fulfill Kenyon's mission today, we must equip our campus and our graduates to bring diverse perspectives to contemporary challenges. Our path extends from the true north of our strong liberal arts tradition — rigorous inquiry, generous mentorship and multiple viewpoints. Our destination is clear: To equip citizens and leaders with the knowledge and skills, courage and confidence to propel society forward.

EXTEND

\$ 125 MILLION

Foster an academically excellent, inclusive intellectual community.

Kenyon thrives on the lively and diverse minds that converge on our hill. We must keep pace with the growing financial need of today's top students and support the gifted faculty who inspire them.

- Financial aid for outstanding students
- Student success and retention programs
- Diversity and inclusion programs
- Endowed professorships
- Faculty development funds

ENRICH

\$ 60 MILLION

Build a bridge between what students know and how they'll use it.

Hands-on learning and curricular innovation anchored in the new West Quad sets up students for success after graduation — and challenges them to go deeper in the classroom.

- Internship opportunities and stipends
- Undergraduate research opportunities
- Off-campus study
- Community-engaged learning
- Associate and apprentice programs
- Innovation in teaching and technology

ENHANCE

\$ 80 MILLION

Adapt our campus to 21st-century teaching and learning.

Spaces designed for innovation equip faculty and students to meet the challenges of our time.

West Quad

- Library
- Social sciences building
- English cottages
- Admissions center
- Underground parking

Village/residential life

- Renovated bookstore and market
- New dining and retail spaces
- Student apartments
- Wright Center

Sustainability

- Philander Chase Conservancy
- Green initiatives

EXCEL

\$ 35 MILLION

Power the activities that make Kenyon exceptional, year in and year out.

Every day we build Kenyon's future on our proud tradition. Annual giving to the Kenyon Fund and Kenyon Parents Fund is an expression of confidence in that future.

TOTAL

\$ 300 MILLION



JOIN US IN FORGING OUR PATH FORWARD

For nearly two centuries, Kenyon has set the standard for excellence in liberal arts education.

Our journey began with a vision for a college that would train the intellectual and ethical leaders of the American frontier. That vision set us on a path to the present day. Our vision today is no less ambitious, no less vital. It is our job — alumni, trustees, parents and all keepers of the Kenyon story — to take that path forward.



OUR PATH FORWARD
THE CAMPAIGN FOR KENYON
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Kenyon College