ROANOKE COLLEGE

Senior Vice President for Academic Life and Learning and Provost

Leadership Profile

October 2026



Executive Summary

Roanoke College seeks a collaborative, entrepreneurial, and mission-driven academic leader to serve as its next Senior Vice President for Academic Life and Learning and Provost (Senior Vice President). This opportunity comes at a pivotal moment in the College's history as it advances an ambitious transformation designed to strengthen its liberal arts foundation while expanding its reach through graduate education, workforce-aligned programming, and the launch of the new School of Health Science and Health Innovation. The next Senior Vice President will join a community that has already undertaken significant institutional realignment and is now poised to accelerate growth, innovation, and regional impact.

Roanoke College is an independent, residential liberal arts college located in Salem, Virginia, minutes from the Blue Ridge Mountains and the city of Roanoke. Founded in 1842 by Lutheran pastors, the College has a long history of expanding educational access, serving its region, and preparing students for lives of learning, service, and leadership. The College's mission is to develop students as whole persons and prepare them for responsible lives of learning, service, and leadership by promoting their intellectual, ethical, spiritual, and personal growth. Its current vision is to champion potential by providing essential learning and leadership through leading-edge academic programs and transformative educational experiences, giving students the mettle, mastery, and empathy to live lives of purpose, build meaningful careers, and meet society's most pressing needs.

Roanoke's academic identity rests on a strong liberal arts foundation. The College's curriculum emphasizes critical thinking, clear communication, ethical reasoning, creativity, adaptability, and the ability to address complex problems. Small classes, faculty mentorship, undergraduate research, internships, study away, service learning, and other high-impact practices have long been central features of the student experience. At the same time, Roanoke is actively reimagining how liberal education should serve learners and communities in the 21st century. Roanoke is one of 26 colleges and universities affiliated with the Evangelical Lutheran Church in America and the second-oldest Lutheran-related college in America. The College honors its heritage through a commitment to faith and reason, open inquiry, civil discourse, inclusion, service, and the development of purpose-filled lives.

Working closely with President Frank Shushok Jr., the Board of Trustees, faculty, staff, students, and regional partners, the Senior Vice President will serve as both steward and builder, advancing academic excellence across the College while guiding the development of one of its most significant strategic initiatives in decades in the visioning and launch of the College of Health Science and Health Innovation. The successful candidate will inherit strong institutional momentum, the newly opened McConnon Discovery Center, significant Board investment in health sciences, and broad support for creating academic programs that respond to workforce needs while remaining rooted in Roanoke's mission and values.

As chief academic officer, the Senior Vice President will lead the academic implementation of the college's strategic plan, Imagine Roanoke, ensuring that curriculum, faculty work, student support systems, experiential learning opportunities, and academic innovation align with the College's strategic priorities. This leader will help translate the plan's aspirations into measurable outcomes while positioning Roanoke as a learner-centered institution that prepares students for meaningful careers, leadership, and lives of purpose. The Senior Vice President will play a key role in advancing the College's goals related to student success, academic innovation, operational excellence, belonging, and institutional distinction

The College seeks a leader who understands the enduring value of liberal arts education and can articulate its relevance in a rapidly changing world. Equally important, this leader must be capable of building trust, strengthening communication, navigating shared governance with integrity, and bringing people together around a common vision for the future. The next Senior Vice President will play a central role in ensuring that innovation and growth reinforce, rather than diminish, the distinctive culture and educational experience that have defined Roanoke College for nearly two centuries.

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This role is ideal for a leader energized by both stewardship and creation. The successful candidate will inherit a strong liberal arts institution with a clear strategic vision while also having the opportunity to design, launch, and grow an innovative health sciences initiative that has the potential to transform both the College and the region. Roanoke seeks a leader who can honor its traditions while helping shape its future.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Role of the Senior Vice President for Academic Life and Learning and Provost



The Senior Vice President for Academic Life and Learning and Provost serves as the College's chief academic officer and a key strategic partner to the President. As a member of the President's Cabinet, the Senior Vice President provides leadership for the academic enterprise while helping shape institutional strategy, resource allocation, enrollment growth, student success initiatives, and community partnerships.

The Senior Vice President oversees the College's academic schools, academic operations, curriculum and advising, faculty affairs, library services, and teaching and learning initiatives. The Senior Vice President plays a central role in faculty hiring, development, evaluation, promotion, tenure, and retention while fostering a culture of academic excellence, innovation, and student-centered learning.

The Senior Vice President's portfolio includes oversight of the current four academic schools, Roanoke College-Roanoke Valley academic programs, and key academic support and administrative areas. See Appendix A for the Academic Life & Learning organizational chart.

The Senior Vice President supervises:

- Vice Provost and Morel Dean of the College
- Vice Provost and Dean, School of Health Science & Health Innovation (Future Hire)
- The Registrar
- Director of the Library
- Director of the Teaching Collaborative
- Executive Assistant

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The Senior Vice President will hire a Vice Provost and Dean, School of Health Sciences & Health Innovation, and program directors for the clinical and allied health programs.

The Senior Vice President provides leadership and direction for faculty selection, retention, evaluation, promotion, compensation, tenure, and professional development; directs divisional planning and budgeting; serves on the President's Cabinet; serves on the Shared Governance Council, Faculty Affairs Committee, and Faculty Personnel Committee; makes periodic reports to the Board of Trustees; and carries out other assignments designated by the President.

The successful candidate will join an institution that has already completed much of the foundational work associated with transformation, including governance reform, organizational restructuring, financial recalibration, and strategic planning. The next Senior Vice President will be expected to build upon that foundation, translating vision into execution and ensuring that academic innovation strengthens the College's mission, student experience, and long-term sustainability.

Opportunities and Expectations for Leadership

- **Lead the Next Chapter of Academic Transformation**

Roanoke College has undertaken significant institutional evolution and change over the past several years, including a revised academic structure, new approaches to governance, the introduction of graduate programs, and the implementation of an ambitious strategic plan for academic life and learning that aligns with Imagine Roanoke. The next Senior Vice President will help sustain this momentum by advancing academic innovation, strengthening institutional alignment, and translating strategic priorities into measurable outcomes for students and the College.

The next Senior Vice President will be expected to approach academic leadership with both vision and the ability to thoughtfully translate that vision into meaningful action. Working closely with colleagues across the institution, this leader will help evaluate opportunities, assess program effectiveness, prioritize investments, and align academic initiatives with enrollment goals and financial sustainability.

- **Launch and Build the College of Health Science and Health Innovation**

On July 21, 2026, the Board of Trustees voted unanimously to establish a fifth academic school: the School of Health Science and Health Innovation. The Senior Vice President will partner with campus and community stakeholders to shape and launch the School of Health Science and Health Innovation. The Senior Vice President will establish the school's strategic direction, evaluate and prioritize program opportunities, recruit and hire faculty, staff, and administrators, and develop a roadmap for sustainable growth. This work will require close collaboration with healthcare providers, industry leaders, government officials, community organizations, and educational partners throughout the region. The next Senior Vice President will have the opportunity to help build a major new academic enterprise while aligning educational programs with significant regional workforce needs.

- **Strengthen Trust, Communication, and Shared Governance**

Roanoke College has made significant investments in fostering a culture of transparency, collaboration, and shared responsibility through evolving governance structures and decision-making processes. The next Senior Vice President will have the opportunity to strengthen relationships across campus, build trust among faculty, staff, and institutional leaders, and cultivate a sense of shared purpose as the College continues its period of

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strategic transformation. Success will require a visible and accessible leadership style, a commitment to open and transparent communication, and the ability to engage stakeholders in meaningful dialogue while ensuring timely and effective decision-making. The successful candidate will balance broad consultation and active faculty engagement with the agility needed to advance institutional priorities, helping create a culture characterized by inclusion, accountability, mutual respect, and a strong commitment to Roanoke College's mission and future aspirations.

- **Champion Liberal Arts Education**

Roanoke College's liberal arts foundation is central to its identity and mission. As the College continues to innovate and expand opportunities in areas such as health sciences, graduate education, and workforce-aligned programming, the next Senior Vice President will ensure that these efforts strengthen and extend the enduring values of a liberal arts education. This leader will champion an academic environment that develops critical thinkers, effective communicators, ethical leaders, and engaged citizens prepared to navigate a rapidly changing world.



The Senior Vice President will articulate a compelling vision for the relevance of the liberal arts in the 21st century, helping students, families, faculty, alumni, and community partners understand how broad intellectual inquiry and professional preparation complement one another. Through support for academic excellence, interdisciplinary collaboration, experiential learning, and meaningful faculty-student engagement, this leader will reinforce the distinctive qualities that define a Roanoke education while positioning the College for future success.

- **Advance Student Success and Academic Excellence**

The next Senior Vice President will champion a culture of academic excellence and student achievement by strengthening the systems, programs, and partnerships that support student success from enrollment through graduation and beyond. This leader will continue to enhance academic advising, retention initiatives, experiential learning opportunities, career-connected education, undergraduate research, and other high-impact practices that have long distinguished the Roanoke experience. Working collaboratively with faculty and staff, the Senior Vice President will ensure that students receive the support, mentorship, and opportunities necessary to thrive academically, professionally, and personally.

Committed to both rigor and innovation, the Senior Vice President will help align academic programs and student success initiatives with the goals of Imagine Roanoke, preparing graduates for meaningful careers, advanced study, leadership, and lives of purpose. The successful candidate will foster an environment where academic excellence, intellectual curiosity, and student well-being remain central to the College's mission while supporting educational experiences that are responsive to the evolving needs of students and society.

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- **Develop Strategic Partnerships and Regional Impact**

Roanoke College is increasingly positioned as a catalyst for workforce development, economic vitality, and community well-being throughout the region. Through innovative online, hybrid, certificate, graduate, and workforce-oriented programs, this leader will help create new educational pathways that support student success, strengthen the regional talent pipeline, and position Roanoke College as a leading contributor to the economic and civic future of the Commonwealth.

A key component of this work is the continued growth of Roanoke College-Roanoke Valley (RC-RV), a strategic initiative to serve as an educational and workforce development partner for the region. The Senior Vice President will provide strategic oversight for RC-RV in tandem with the Chief of Staff and Innovation Officer, ensuring academic quality, mission alignment, and responsiveness to regional needs while expanding access for adult learners, working professionals, and community partners. The next Senior Vice President will have the opportunity to strengthen and expand strategic partnerships with healthcare systems, employers, educational institutions, government agencies, and nonprofit organizations, advancing the College's visibility, influence, and impact across Southwest Virginia and beyond.

Professional Qualifications and Personal Qualities

Roanoke College seeks a forward-thinking and strategic leader to serve as its Senior Vice President for Academic Life and Learning and Provost. An earned terminal degree and qualifications for appointment as a tenured faculty member are required.

The ideal candidate will present many of the following qualifications and qualities:

- Significant experience in academic leadership, such as service as a provost, vice provost, dean, associate dean, or comparable senior academic administrator.
- A demonstrated commitment to and understanding of liberal arts education and its relevance in preparing students for professional success and engaged citizenship.
- Experience leading academic innovation, strategic planning, organizational change, program development, or institutional transformation.
- Experience working within shared governance environments and collaborating effectively with faculty, staff, administrators, boards, and external stakeholders.
- Demonstrated success managing complex organizations, budgets, personnel, and competing priorities in higher education.
- Experience building partnerships with community organizations, employers, healthcare systems, government agencies, or other external constituents.
- Familiarity with healthcare education, workforce-aligned academic programs, or interdisciplinary initiatives is preferred.
- Understanding of enrollment trends, student success strategies, and data-informed decision-making.
- Experience serving institutions that support multiple learner populations, including undergraduate, graduate, adult, online, hybrid, and certificate learners.

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- An entrepreneurial builder energized by creating new opportunities, programs, and partnerships.
- An exceptional communicator who fosters transparency, trust, and shared understanding.
- A strategic thinker with the ability to translate vision into action and measurable results.
- Courageous, decisive, and comfortable leading through ambiguity, complexity, and change.
- A visible and accessible campus presence who values relationships and authentic engagement.
- Mission-driven and student-centered, with a deep appreciation for the transformative impact of higher education.
- Empathetic, politically astute, and able to navigate challenging conversations with honesty and integrity.
- A strong advocate for academic excellence, faculty success, and the distinctive strengths of Roanoke College.

About Roanoke College

Overview

Roanoke College is a private, independent liberal arts college located in Salem, Virginia, in the heart of the Roanoke Valley and the Blue Ridge Mountains. Founded in 1842, it is the second oldest Lutheran-related college in the United States and is known for combining a strong liberal arts foundation with career-focused experiential learning and regional impact in Southwest Virginia.

The college enrolls approximately 1,750 undergraduate students and offers 100+ areas of study, including majors, minors, concentrations, and pre-professional programs. Its small average class size and close faculty-student engagement emphasize personalized learning, undergraduate research, internships, study abroad opportunities, and leadership development. US News and World Report, The Princeton Review and Forbes Magazine consistently rank Roanoke as one of the top colleges and liberal arts programs in the nation.

Roanoke's 80-acre campus blends historic architecture with modern academic and student-life facilities. The institution is recognized for its strong sense of community, residential campus experience, and commitment to preparing graduates for meaningful careers and graduate study. The college competes in NCAA Division III athletics as the Maroons and is a member of the Old Dominion Athletic Conference (ODAC).

Mission:

Roanoke College develops students as whole persons and prepares them for responsible lives of learning, service, and leadership by promoting their intellectual, ethical, spiritual and personal growth.

Vision:

We champion potential, providing learning and leadership through leading-edge academic programs and transformative educational experiences, giving students the mettle, mindset, and empathy to pursue lives of purpose, build meaningful careers, and meet our society’s most pressing needs.

As such, Roanoke College is committed to being a leading national liberal arts college, a model of experiential learning, and a community committed to open discourse and civil debate as ways of learning and as preparation for service in the world.

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Purpose:

Roanoke College pursues its mission through an innovative curriculum that combines a core program in the liberal arts; major fields of study in the natural sciences, the social sciences, and the humanities and fine arts; along with career-oriented, specialized programs of study. Founded by Lutherans in 1842, Roanoke College welcomes and reflects a variety of religious traditions. The College honors its Christian heritage and its partnership with the Lutheran church by nurturing a dialogue between faith and reason. In keeping with its history and mission, the College strives to be a diverse community, nationally and internationally. Central to achieving the purposes of the College is a strong commitment to liberal education and its vision of human freedom leading to service within the human community. The College's learning goals, therefore, focus upon developing both a student's confident sense of freedom in the world and a sense of purpose in using that freedom. Through these goals, the College strives to produce resourceful, informed, and responsible citizens prepared for productive careers and for leadership in the community.

Goals:

- Goal 1: Foster student success and well-being
- Goal 2: Advance academic innovation and transformative learning experiences
- Goal 3: Promote administrative, financial and operational excellence
- Goal 4: Advance access, diversity, inclusion and belonging
- Goal 5: Elevate Roanoke College’s distinctiveness

The Why:

Championing potential and purpose leaves a legacy of good that belongs to every Maroon, our community and the world.

Guiding Principles — Roanoke College will:

1. be student-ready, student-first;
2. foster an ethos of assessment and continuous improvement;
3. deploy a technology-enhanced and data-informed environment designed for agility;
4. foster a human-centered, well-being-oriented work culture;
5. be environmentally responsible;
6. be courageous and take measured and reasoned risks; and
7. commit to a life-long relationship with our alumni and robust corporate, industry, educational and nonprofit partnerships.

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Leadership

Dr. Frank Shushok Jr., President



Dr. Frank Shushok Jr. serves as the 12th president of Roanoke College in Salem, Virginia. Since joining Roanoke in 2022, he has worked in partnership with the board of trustees, faculty, staff, students, alumni, and regional partners to position the college as an agile, innovative, and learner-centered institution for the 21st century.

Under President Shushok's leadership, the college launched "Imagine Roanoke," a bold strategic plan that builds on nearly two centuries of tradition while embracing the needs of today's learners. Two key imperatives include the creation of four transdisciplinary schools that promote integrated, career-connected learning, and the transformation of Roanoke's residential campus into a 21st-century learning laboratory that fosters belonging, leadership, character, and purpose. A signature initiative of the plan is Roanoke College–Roanoke Valley (RC-RV), a partner endeavor to expand access to continuing education, workforce development, and community-based learning. RC-RV deepens collaboration with local industry, K–12 schools, community colleges, and government agencies to align education with regional economic needs. By bridging campus and community, it fosters shared solutions, grows local talent, and strengthens the region's future.

A small college on the move, Roanoke College has recently launched new undergraduate and graduate programs; completed construction on the McConnon Discovery Center—a cutting-edge science facility that opened in August 2026; and expanded access and opportunities for learners through partnerships with regional community colleges and graduate programs at colleges and universities across the commonwealth. It has also revitalized student life, school spirit, and community engagement through new co-curricular offerings, including the return of football to Roanoke after 82 years, along with new marching band and competitive cheer programs.

President Shushok came to Roanoke College with over 30 years of experience in higher education. Immediately prior to coming to Roanoke College, Shushok served 13 years in several executive roles at Virginia Tech, including Vice President of Student Affairs. He was also a tenured professor in the College of Agriculture and Life Science. Early on, he served at his alma mater, Baylor University, in several capacities, including dean for student learning and engagement, associate dean for Campus Living and Learning, and was a faculty member and program director for the graduate program in Higher Education and Student Affairs.

In addition, Shushok regularly dedicates time to numerous higher education and community service organizations. He has served as a board member for the Edward Via College of Osteopathic Medicine, ASU + GVU Higher Education Insights, the Roanoke Regional Chamber of Commerce, and Roanoke Blacksburg Innovation Alliance. He has also served as a board member and public policy chair for the United Way of Virginia's Blue Ridge, a member of the Go Virginia Region 2 Council, a member of the EAB President's Advisory Council, and a member of the board of directors for the Council of Independent Colleges of Virginia. In 2026, after serving as vice chair of the CICV board, he was elected chair. He also serves, alongside five other college presidents, on the CICV Executive Committee, which provides strategic leadership and direction for the organization.

Shushok holds a B.S. in history from Baylor University, an M.A. in higher education and student affairs administration from The Ohio State University, and a Ph.D. in higher education policy, planning and analysis from the University of Maryland, College Park. Shushok and his spouse, Kelly, are high school sweethearts who have been married for over 30 years. Reverend Shushok has served more than 20 years in ministry, most recently as pastor at "edges," a progressive United Methodist community in Blacksburg. Together, they have three adult children and two lovable dogs—Maple and her daughter, Magnolia—who are dedicated Maroons!

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Roanoke College Strategic Plan

Following his inauguration in 2023, President Frank Shushok Jr. initiated a broad strategic planning effort built around a more participatory and future-oriented approach. In January 2024, he established a college-wide Strategic Planning Team and a Shared Governance Task Force. Both groups included faculty, staff, students, administrators, and trustees, reflecting an intentional effort to create a more inclusive planning process.

The culmination of this work was the Board of Trustees' unanimous approval of **"Imagine Roanoke: A Strategic Plan for Roanoke College and the 21st Century Learner"** in August 2024. College leaders described the plan as emerging from "the hopes and dreams of those who love Roanoke College" and the result of approximately ten months of collaborative work across campus.

Unlike the previous plan, which largely focused on strengthening the existing model, "Imagine Roanoke" is explicitly framed around continuous transformation and preparing learners for a rapidly changing world. President Shushok argues that success in the 21st century requires imagination, adaptability, leadership, character, and the ability to navigate an information-rich and technology-driven environment.

About Academic Life and Learning

Roanoke College is in the midst of a significant academic transformation that demonstrates an institutional willingness to innovate beyond traditional undergraduate education. The College has moved beyond a traditional liberal arts model and is actively repositioning itself around interdisciplinary schools, workforce-relevant programs, graduate education, and regional partnerships. Roanoke's academic strengths lie in the College's strong liberal arts foundation while increasing the interdisciplinary academic structure. This allows for a growing graduate education presence, well-developed pre-health pathways, close relationships with regional employers, experiential and undergraduate research opportunities, and a strategic focus on workforce outcomes



Academic programming at Roanoke College is currently characterized by a recently implemented four-school academic structure and expansion into graduate education and adult learner markets, placing a strong emphasis on workforce alignment and career outcomes. This has led to a growing investment in health sciences and healthcare partnerships. With this comes an increased focus on interdisciplinary learning and external collaborations while still being heavily reliant on the liberal arts teachings. The development of new facilities and infrastructure to support STEM and health-related programs, and the strategic exploration of professional and allied health graduate programs, are the next major areas of growth for the College.

Over the past five years, under Provost Kathy Wolfe, Roanoke implemented a school-based academic structure and new governance model. This represents one of the most significant academic changes in the institution's

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recent history. According to leadership, much of the difficult cultural and change-management work has already occurred, creating a platform for future expansion. Faculty support for the direction appears generally strong.

Academic programs are now organized into four schools:

School of Business, Economics, and Analytics

Includes:

- Accounting
- Business Administration
- Finance
- Marketing
- Economics
- Sport Management
- MBA programs

The school reflects a growing emphasis on applied business education and analytics.

School of Health, Science, and Sustainability

Includes:

- Biology
- Chemistry
- Biochemistry
- Computer Science
- Data Science
- Neuroscience
- Psychology
- Public Health Studies
- Health & Exercise Science
- Environmental Studies
- Engineering
- Mathematics

The school serves as the primary platform for future health sciences expansion.

School of Education, Government, and Society

Includes:

- Education
- Criminal Justice
- Sociology
- Political Science
- Human Services
- Public Policy
- International Relations

The school also houses the Master's in Education program.

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School of Communication, Culture, and the Arts

Includes:

- Communication
- Creative Writing
- History
- Religious Studies
- Theatre
- Art
- Modern Languages

This school preserves Roanoke's traditional liberal arts strengths while supporting interdisciplinary programs.

Student Life

Being a student at Roanoke College is often described as a blend of a close-knit residential liberal arts experience, active campus involvement, and easy access to outdoor recreation in Virginia's Blue Ridge Mountains. As Roanoke is a relatively small college, classes are generally discussion-based, and professors are accessible outside the classroom. Students often report that faculty know them by name, and that undergraduate research, internships, and mentoring opportunities are readily available. Roanoke feels more like a connected community than a large university. Students who value personal attention, campus involvement, and outdoor adventure often find it an especially good fit.

Campus Community

Because most students live on campus all four years, campus life tends to be highly community-oriented. Residence halls, student organizations, athletics, and Greek life play a significant role in the student experience. The college offers more than 140 clubs and organizations, NCAA Division III athletics, fraternities and sororities, service organizations, academic clubs, and cultural groups.

Social Life

Social life revolves around campus events such as lectures, performances, athletic contests, and traditions. There is a Greek life culture and student organizations. Given the natural beauty of the region, outdoor activities and trips are great ways for students to use their free time. Additionally, downtown Salem and nearby Roanoke restaurants, coffee shops, and entertainment venues offer social culture.

Student Culture

The culture is often characterized as friendly and approachable, moderately active socially, career-focused but not overly competitive, supportive of student leadership and involvement, and of course, rooted in the liberal arts while emphasizing career preparation and experiential learning.

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Roanoke, Virginia



Roanoke College is located in Salem, Virginia, in the heart of the Roanoke Valley and surrounded by the Blue Ridge Mountains. The region combines outdoor recreation, cultural amenities, and affordability, offering more than 100 miles of trails, an extensive parks system, and a vibrant downtown with restaurants, breweries, galleries, and performance venues. Housing costs remain below Virginia and national averages, contributing to a strong quality of life.

As western Virginia's economic and healthcare hub, Roanoke is home to major employers including Carilion Clinic and its partnership with Virginia Tech, creating a distinctive blend of healthcare, research, and higher education. Residents benefit from high-quality medical care, a stable employment base, and convenient regional air travel, all without the congestion of larger metropolitan areas.

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Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume, and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Roanoke College in this search. For fullest consideration, candidate materials should be received by January 13, 2027.

Application materials should be submitted using WittKieffer's **candidate portal**.

Nominations and inquiries can be directed to:

Jen Meyers Pickard, Ph.D., Kate Nolde, and Sarah Seavey

at RoanokeSVP@wittkieffer.com

The anticipated salary range for this position is $275,000-$325,000, negotiable based upon experience.

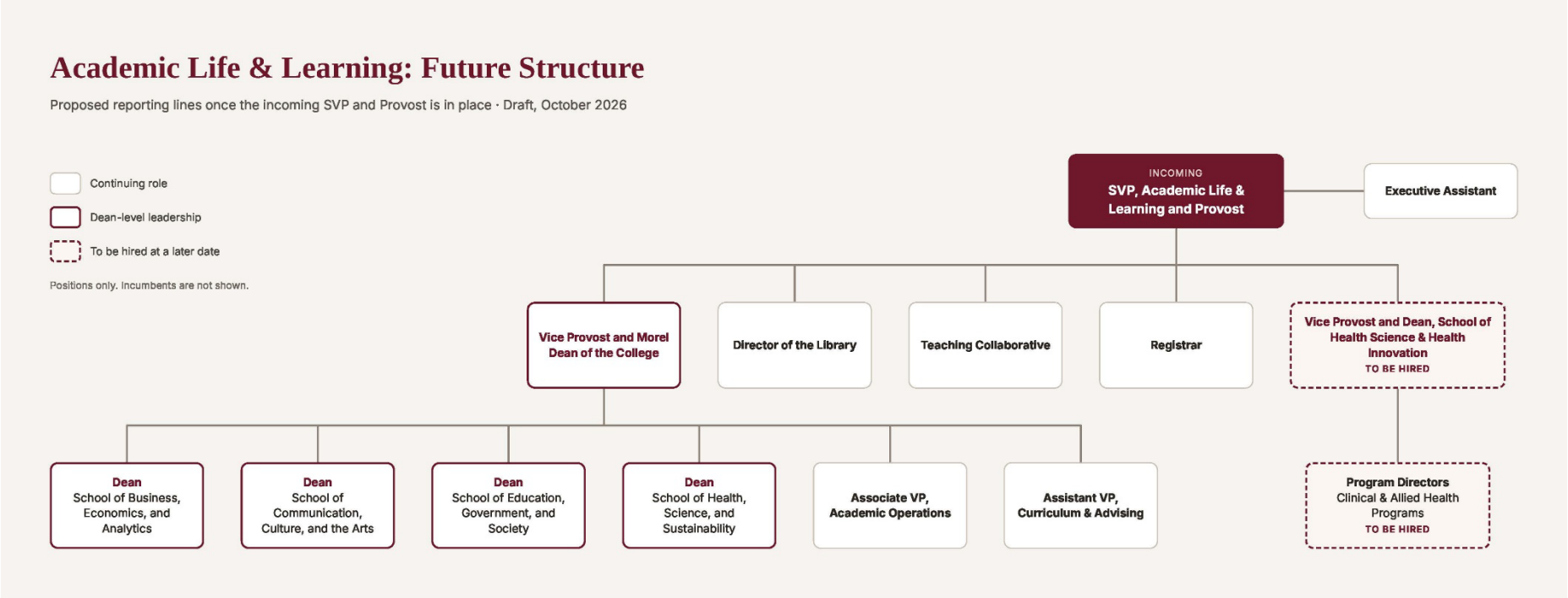
Roanoke College values diversity in its community. Any form of discrimination, lack of respect, or act of intolerance against any person or organization based on sex, race, religion, ethnic background, or disability is in contradiction with college principles and unacceptable.

Roanoke College does not discriminate against students, employees, or applicants based on race, color, gender, creed, religion, age, sexual orientation, marital status, national or ethnic origin, disability, or veteran status.



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Appendix A: Organizational Chart for Academic Life & Learning



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