



HAVERFORD COLLEGE

An Invitation to Apply for the Position of:

Dean of the College
Haverford, Pennsylvania

THE SEARCH

Haverford College, one of the nation's leading liberal arts colleges, just outside of Philadelphia, seeks an accomplished and collaborative student affairs leader to become its next Dean of the College ("Dean"). Haverford provides an intensely personal undergraduate education inspired by intellectual depth, integrity, collaboration, and dedication to preparing students for lives of service and leadership. Reporting directly to the President, the next Dean will join a close-knit community that combines the values of trust, concern, and respect with a rigorous academic program led by world class faculty.

The Dean serves as Haverford's senior officer most directly concerned with the academic progress and personal welfare of Haverford students. The Dean's expansive portfolio comprises all aspects of student life, including: academic advising, accessibility services; diversity, equity, inclusion, and Title IX; intercollegiate athletics (NCAA Division III); new student programs; registrar functions; residential life; student conduct; student counseling; student engagement; student health; student support and outreach; and student wellness. The Dean oversees an operating budget of approximately \$11 million and over 70 full-time employees.

This is a tremendous opportunity to play a leadership role in all matters that shape the distinctive Haverford student experience at an important moment in the College's history. Wendy E. Raymond, a distinguished molecular biologist with national standing on issues of diversity, equity, and inclusion, became Haverford's 16th president on July 1, 2019. She steps into her new role at a time of great change and challenge in higher education. In her first year, President Raymond identified three issues as particularly pressing for her and for Haverford: diversity, equity, and inclusion; fostering important dialogue across difference; and affordability of higher education. Haverford has long been engaged in all of these endeavors and the next Dean will be a critical partner in continuing such engagement and improving it at all levels.

Integrity, social justice, and creating an inclusive community where all students can thrive are key principles in the Haverford community. As such, the ideal candidate will build upon a strong shared governance foundation to foster an inclusive and equitable community, as well as a vibrant

intellectual culture, supported by an integrated academic and campus experience. The next Dean will bring to Haverford a deep familiarity with trends and challenges in the field of student affairs, a profound understanding of and commitment to advancing equity and inclusion for students across socio-economic backgrounds and intersecting identities, a record of successful consensus and community building, and a proven ability to forge sustaining and effective relationships with students, faculty, staff, and college leadership.

A search committee composed of students, staff, and faculty and co-chaired by Wendy Raymond, President, and Jess Lord, Vice President & Dean of Admission and Financial Aid, has been formed to lead this important search. The national executive search firm Isaacson, Miller has been retained to assist the search committee. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

HAVERFORD COLLEGE

Haverford College was founded in 1833 by Quakers for whom academic excellence, offered in a setting of tolerance and mutual respect, would serve a larger goal of “educating the whole person.” Although Haverford no longer has a formal religious affiliation, its Quaker origins still inform many aspects of life at the College. This is shown most clearly in the close relationship among members of the campus community, in the emphasis on integrity, in the interaction of the individual and the community, in the commitment to shared governance, and in the care the College demonstrates for the ways students use their expanded knowledge base.

The College recently concluded the record-breaking [*Lives That Speak*](#) fundraising campaign, which raised nearly \$270 million, exceeding its initial fundraising goal by around \$45 million, and is wrapping up implementation of an ambitious strategic plan called the [*Plan for Haverford 2020*](#), which has led to improvements in curriculum, student support programs, and institutional stewardship (physical, financial, and organizational). Both the campaign and the *Plan for Haverford 2020* have emphasized access and affordability; major campus renovations; new academic and co-curricular programs; and diversity, equity, and inclusion; among other priorities. A new strategic planning process that will undergird the next campaign is underway.

Honor Code

Haverford’s commitment to ethical engagement is most directly embodied in its Honor Code, which covers both academic and social life. The Honor Code, in tandem with a long-standing tradition of self-governance, plants in students the seeds of leadership and responsibility. Students commit themselves annually to review and refine the Honor Code through a process of collective discussion and deliberation. In recent years, Haverford students have strived to engage a number of campus climate issues within the framework that the Code provides, understanding that society’s imperfections are their own with which to wrestle and worthy of great communal effort. In such a setting, students become deeply invested in one another and committed to fostering a diverse and inclusive community that values every person and that pushes and challenges all to the highest levels of growth and development.

Students

Haverford students are characterized by their intellectual curiosity, collaborative spirit, and commitment to improving the world. The College does not have as many formal rules or as much formal supervision as many other colleges; rather, it offers an opportunity for students to govern their affairs and conduct themselves with respect and concern for others.

Haverford's tradition of student involvement in shared governance and self-governance mean that students have a strong voice in the College's operations. Drawing from its Quaker roots, most decisions at Haverford are made by consensus, and the student voice is valued as an equal partner in most decision-making settings. In addition to independently governing the Honor Code, students serve on hiring committees, manage budgets, and run more than 145 clubs and organizations. Students are colleagues in stewarding the institution and experience an unparalleled degree of autonomy and responsibility

The College is home to approximately 1,350 undergraduates currently representing 46 U.S. states and 43 foreign countries. 45% of the student body identify as students of color, 37% are domestic students of color, and 11% of students are international. The community is close-knit: typically, 96% of students live in college housing alongside about 40% of faculty members who also live on campus. Nearly half of students study abroad or take advantage of international internships or projects during their time at Haverford.

Haverford has a commitment to improving access for first-generation and low income students. In addition to meeting the full demonstrated financial need of all admitted students, the College has invested in partnerships to attract and support students from a variety of socioeconomic backgrounds. Fifty percent of students receive some form of financial aid and more than 47% receive a college grant averaging around \$50,000. Haverford is also committed to minimizing debt upon graduation, including a no-loans policy for students with family income below \$60,000/year.

Academics

Haverford's rigorous academic program focuses on individual growth, intellectual exploration, and pushing the boundaries of each discipline. Haverford's small size makes possible a highly personalized, hands-on educational experience. Noted for their strength in both scholarship and teaching, Haverford faculty members are internationally recognized thought-leaders dedicated to working closely with undergraduates. The College's small size enables a highly personalized, hands-on learning environment; the student to faculty ratio is 9:1 and 76% of class sections have fewer than 20 students. Most classes are taught seminar style with an emphasis on respectful debate and discussion. As a culmination of their academic experience, every Haverford student completes a senior capstone project in direct collaboration with a faculty member.

Academic Partnerships

Haverford has long enjoyed a close cooperative relationship with Bryn Mawr College and Swarthmore College. The consortium relationship gives students from all three colleges access to courses and to most of the academic facilities on the three campuses. In addition, Haverford, Bryn Mawr, and Swarthmore have an arrangement with the University of Pennsylvania, known as the Quaker Consortium, under which students may take up to two courses per semester at the University of Pennsylvania.

Leadership Transition

This search is underway as Martha Denney announced her plans to step down as Dean of the College after 11 years. On July 1, 2020, Joyce Bylander joined Haverford as Interim Dean of the College for a one-year appointment. Bylander retired as Vice President and Dean of Students at Dickinson College in 2018. She brings with her decades of experience mentoring students, bringing communities together in collaboration, overseeing collegiate student life, and executing a vision for an inclusive and supportive campus environment. Bylander's leadership is contributing significantly to the community's COVID-19 and anti-racism responses and to a smooth transition to the next long-term Dean.

DEAN OF THE COLLEGE

The Dean of the College is Haverford's chief student affairs officer, overseeing academic advising and student support. The division is complex and functionally diverse, facilitating experiences and environments in which students can achieve their maximum potential through the provision and continuous improvement of student engagement opportunities and student support services. The next Dean will work closely with members of the faculty to oversee academic advising and implement academic regulations and support structures. The Dean will acknowledge and benefit from the extensive knowledge faculty have about the student experience and in turn will help faculty to deepen their understanding of the evolving needs of today's student body, serving as a bridge to amplify student needs to faculty and faculty needs to students.

As a member of the senior staff, the Dean reports directly to the President and helps formulate College policy with other senior administrators. The Dean supervises ten areas of direct reports along with other administrative services: Athletics; Bi-College Title IX; Career & Professional Advising; Diversity, Access & Community Engagement/Multicultural Affairs; First Year Students & Pre-Major Advising; Health & Learning Services; Residential & Community Life; Registrar; Student Engagement & Leadership; Study Abroad & International Exchanges; and Student Affairs administrative services. The Dean oversees an operating budget of approximately \$11 million and a staff of over 70 full time employees.

The Dean also participates in two major college-wide committees: the Educational Policy Committee, which oversees the curriculum, and the Committee on Student Standing and Programs, which evaluates students' individual academic progress. In addition, the Dean works

closely with Honor Council, a student-elected committee which oversees the academic and social Honor Code governing student life. In cooperation with neighboring Bryn Mawr College, the Dean represents a major channel of communication by supervising cross registrations as well as joint administrative areas and student activities.

KEY LEADERSHIP OPPORTUNITIES AND CHALLENGES

Haverford's commitment to an inclusive and equitable student experience has never been stronger. The Dean will join a community of students committed to the ideals of the College and a senior team poised to engage transformative, institutional change that will continue to lead Haverford College into the mid-21st century. As the chief student affairs officer, the Dean will strive to amplify the voice of students and ensure that the quality of the student experience remains central to all conversations and major decisions. The Dean will also foster the ongoing development of a diverse residential community, in which all students are encouraged to be responsible facilitators and participants in a dynamic living and learning experience; and work closely with the provost and faculty to integrate the social and academic life of the campus.

The primary opportunities and challenges for the Dean will include the following:

Provide visionary leadership to shape the Haverford student experience.

The College concluded a record-breaking fundraising campaign in 2017 and is wrapping up a 2014 strategic plan. Both the campaign and strategic plan emphasized access and affordability, major campus renovations, new academic and co-curricular programs, and diversity and inclusion efforts. The College has begun a new strategic planning process that will articulate fresh priorities as Haverford anticipates entering its third century. The Dean will play a major role in shaping and implementing the plan over the course of their tenure, clarifying a vision for the student experience, as well as providing more intentionality in programs, systems, and community building across the institution.

This work will require a thorough understanding of best practices in student affairs, the creativity to meet the particular challenges facing residential liberal arts colleges today, and a specific understanding of Haverford's culture of shared decision making. Though Haverford students are highly engaged and embrace a healthy sense of agency, they still look to the Dean of the College as a resource and guide.

Advance Haverford's commitment to building an inclusive and anti-racist campus

The Dean will arrive at a significant moment where the Haverford community and nation at large grapple with racism and inequities on campus and in the United States. In fall of 2019, the Clearness Committee released the results from an extensive survey that inquired across all student experiences on campus. Over 70 percent of the student population in 2018-19 responded to the survey and the results pointed to clear divides between some communities on campus, signaling real work ahead for the Dean to lead in healing divides and creating a more inclusive

campus for marginalized communities. In addition, in response to student activism, including an Open Letter in June 2020 from the members of Black Students Refusing Further Inaction and a November student strike led by the Women of Color House, President Raymond has announced commitments to the continual short-term and ongoing long-term processes of structural and institutional change needed to achieve goals laid out by students, reaffirming a dedication to racial justice and [anti-racist action](#) now and for the future.

The next Dean will anticipate and respond in innovative ways to the changing social and academic needs of this generation of incoming students which includes a growing number of first generation and low-income students. Further, the Dean must have a sophisticated and nuanced understanding of how to build robust structures designed to support diverse students across the institution. The Dean will work closely with the Provost in conveying these changing needs to the faculty and collaborating with students to ensure a positive student experience. With an appreciation for both the intellectual challenge of engaging in difficult conversations as well as the practical leadership skills necessary to foster constructive dialogue, the Dean will leverage Haverford's intimate living and learning environment and help to facilitate respectful discourse and debate among the campus community.

Serve as a trusted colleague and member of the senior leadership team

In addition to working and connecting with the students, staff, and faculty, the Dean will also be a trusted advisor and thought partner to the Board of Managers, the President, Provost, and other members of the senior leadership team. Haverford seeks a Dean who will contribute to strategic and institutional decision-making, particularly in discussions related to the student experience. The next Dean will draw upon a broad view and nuanced understanding of academic and student affairs to represent the best interests of students and the division of student affairs in leadership deliberations. In moments of crisis, this individual will draw on both expertise and imagination to offer constructive ideas and devise effective solutions.

Lead and develop a talented and collaborative team

The Dean supports the development and retention of a committed and high-performing professional staff. As an experienced manager, the next Dean will have exemplary organizational development skills and a track record of building and managing strong, vibrant teams. The Dean will harness the strong talent across the division, maintain high standards of performance, and encourage interaction and collaboration within and between offices. The Dean must possess the capacity to develop effective systems that will streamline office functions, increase productivity, and enhance the capacity for staff members to serve the Haverford community and to develop professionally.

Expand and enhance external partnerships to enrich the student experience

Haverford's consortial relationship with Bryn Mawr College and Swarthmore College, and alignment with the University of Pennsylvania, provides a tremendous asset for the next Dean of

the College. The next Dean will build upon existing relationships with counterparts across these campuses, share and support evolving best practices, and encourage further collaboration among teams. Given Haverford's proximity to Philadelphia, the new Dean will also explore ways to deepen relationships in the city that expand student experiences and create lasting bonds between the College and the surrounding community.

THE SUCCESSFUL CANDIDATE

Haverford College is seeking a Dean of the College with the highest standards of excellence and integrity and a commitment to Haverford's stated goal of working towards racial equity and developing an anti-racist culture. While no one person may possess all of the qualities enumerated below, the ideal candidate will have many of the following professional and personal characteristics:

- A demonstrated commitment to—and experience with—matters of diversity, equity, inclusion, and thriving, and an understanding of critical race theory and anti-racism, as applied to higher education.
- A proven track record of providing strong leadership and constructive outcomes in response to student issues, concerns, and crisis matters.
- An understanding of current research and national trends related to student mental health and a record of successfully implementing responsive programs, policies, and structures to serve student needs.
- Extensive experience working directly with and mentoring college students, building successful and sustained programs for student support and mentorship, supporting student agency, and successfully collaborating with staff and faculty.
- Experience in data-driven assessment and outcomes measurements, with demonstrated knowledge of student learning outcomes in student affairs programs.
- Proven skills as a senior manager; a demonstrated ability to mentor and support staff and provide successful oversight of people, complex budgets, and a wide range of programs.
- A demonstrated commitment to and appreciation of the enduring values of a high-quality liberal arts education and the ability to articulate its strengths to others. Prior experience at a liberal arts college is not required.
- 10 or more years of experience in higher education administration, with significant experience within student affairs.

TO APPLY

Confidential inquiries, nominations/referrals, and resumes with cover letters can be sent electronically and in confidence to:

Ponneh Varho & Natalie Leonhard
Isaacson, Miller
Washington, DC

To apply, please visit: www.imsearch.com/7611

Haverford College is an Equal Opportunity/Affirmative Action employer that does not discriminate on the basis of race, ethnicity, religion, gender identity, sexual orientation, national origin, age, marital status, disability or veteran status. Haverford has a longstanding commitment to diversity rooted in values of inclusion and social justice, a commitment reflected in the curriculum, classrooms, and communal composition of the College. Haverford welcomes applications from candidates who share these values and who will foster their contribution to the College's mission.