THE SEARCH for the NEXT PRESIDENT
I suggest that you preach truth and do righteousness as you have been taught, whereinsoever that teaching may commend itself to your consciences and your judgments. For your consciences and your judgments we have not sought to bind; and see you to it that no other institution, no political party, no social circle, no religious organization, no pet ambitions put such chains on you as would tempt you to sacrifice one iota of the moral freedom of your consciences or the intellectual freedom of your judgments.

President Isaac Sharpless, Haverford College Commencement, 1888
Introduction

The core of the Haverfordian experience is a curriculum notable for a dynamic interaction of teaching and scholarship, not only within its faculty, but also among faculty and students across the full extent of their academic experiences. At once innovative and integrative, this curriculum is itself in spirited dialogue with other salient components of the “campus classroom:” an extensive array of research and internship opportunities for students; robust academic centers focused on the humanities and arts, integrated natural sciences, and peace and global citizenship; an array of civic engagement opportunities in which the student body enacts the College’s commitments to social justice; a study abroad program that immerses nearly half of students in cultural and intellectual diversity on six continents; a stunning campus landscape bespeaking the College’s systemic commitment to environmental stewardship; and an array of athletic and extracurricular opportunities attuned to the broad educational mission of the College.

Augmented by its strong consortial relationship with Bryn Mawr and Swarthmore Colleges, and blessed by its proximity to the cultural vitality of Philadelphia, Haverford's classrooms encompass diverse arenas for inquiry, engagement, and growth. Consistent with a philosophy of educating “the whole person,” Haverford’s approach to academics is grounded in the same premise that guides campus life generally: students do best for themselves and others when they own their experience — in the spirit of Isaac Sharpless’ injunction to fuse teaching with judgment. As each generation of Haverfordians has discovered in its unique way, with such responsibility comes enfranchisement, dedication, and respect for all individuals.

Now, at a critical moment in its own history and that of the liberal arts enterprise, Haverford seeks a 16th president who is poised to meet the challenges and opportunities of the next decade and beyond.
As first-years learn as soon as they arrive on campus, an ethos of trust, concern, and respect guides Haverford students, wherever they may find themselves — the classroom, laboratory, studio, or stage; along the Nature Trail, in dormitory living rooms, or on the playing field; and around the dinner table, in volunteer service, or through internships.

Haverford’s commitment to ethical engagement is most directly embodied in its Honor Code, which covers both academic and social life. Take-home tests and unproctored, self-scheduled exams are the norm, as is the expectation that students will set their own social framework, without the mediation of College officials. The Honor Code, in tandem with a long-standing tradition of self-governance, plants in students the seeds of leadership and responsibility. Rather than a list of rules, the Honor Code is a philosophy that appeals to the individual’s need to maintain academic standards within their coursework, including ethical modes of conduct as members of a diverse residential community. Thus, in the spirit of Haverford as an intentional community that is energized and improved by dialogue, 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 — from their peers to professors and staff. Becoming a Haverfordian means finding one’s voice in a setting informed by Quaker heritage, with its emphasis on integrity, the life of the mind, and the role of individuals within a community.

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Preparing for Lives that Speak

In finding their place in the world, Haverford students are educated to lead, so they may best serve their communities, whatever and wherever they may be.

Because their experience is marked by a sense of ownership, Haverfordians discover what it means to play a purposeful role in shaping the life of the institution. Students’ role in governance, for example, goes beyond “student government” to include critical decision-making through service on Board and campus committees; institutional planning processes; and, indeed, the current presidential search. Given the emphasis on exploration through connection with others, athletic teams and student organizations are further manifestations of the students’ sense of community and self-governance.

Students graduate from Haverford as scholars with the skills to engage critically and ethically in meaningful problem-solving throughout their lives. For a living alumni body of under 14,000, Fords have had a disproportionate impact across myriad professions — business, medicine, law, teaching, social work, the arts, sports, government service, and more. Like the on-campus community, Haverford’s spirited alumni embrace their connection to the College and to one another, not merely as a pleasure but also as a value that deepens over time. In all paths, alumni are lifetime members of a broad Haverford community of like-minded individuals upon whom they can rely for inspiration, collaboration, and a shared sense of purpose — just as during their years on campus.

Academic Program

Haverford’s exceptional sense of community extends to students’ academic experiences which are shaped by close personal and professional relationships with faculty. The best learning is possible only when people learn from one another, and this approach, which combines collaboration and mentorship, empowers students to engage in an intense academic program that requires them to be original thinkers.

Haverford expects all majors to complete a senior thesis or capstone experience. In this way, Haverford treats every student as an honor student by offering each the opportunity to work closely with faculty on high-level scholarly endeavors.

Students complement classroom experiences with travel, internships, and conference presentations; there are ample opportunities to co-author papers with professors and to work with them as collaborators rather than assistants. They then integrate those diverse experiences — many of which are quite rare for undergraduates — into the core program where, as seniors, they draw on them to produce and defend their theses.

One of Haverford’s distinctive features is its academic and social cooperation with Bryn Mawr College. The relationship between the two colleges forms the “Bi-College community.” Students may take courses, major, or minor at either school and live on (or dine at) either campus. Educational opportunities are further enhanced by Tri-College programs among Haverford, Bryn Mawr, and Swarthmore College, and all three colleges’ students may enroll at courses at the University of Pennsylvania through the Quaker Consortium. Haverford also offers a number of dual degree programs with partners including Penn, Georgetown, CalTech, and Zhejiang University in China.
The Evolving Liberal Arts

The Plan for Haverford 2020, the College’s current strategic plan, calls for a strengthened core of discipline-based curricula leading to undergraduate student research of unusual depth and sophistication, alongside strategically developed constellations of interdisciplinary programs providing students breadth of learning that connects disciplinary methods and knowledge.

Supported by a successful capital campaign, the Plan for 2020 yielded sixteen new faculty positions to develop new and expanded academic programs in global perspectives, social policy and public value, and visual and computational studies, including new minors in health studies and visual studies and a new major in environmental studies. In service to this evolving curriculum, the Plan for 2020 also produced renewals of facilities for biology and psychology and transformed the Old Gym into an innovative space for Visual Culture, Arts, and Media (VCAM). Currently underway is a significant reinvention of the Library befitting its location as the intellectual center of the campus, to be followed immediately by the creation of new spaces for the Bi-College music program, which Haverford houses.

Haverford is also a founding member of the Liberal Arts Consortium for Online Learning (LACOL), an evolving partnership among Amherst, Bryn Mawr, Carleton, Davidson, Pomona, Swarthmore, Vassar, Washington & Lee, and Williams Colleges, for which Haverford houses the Executive Director. LACOL’s mission is to promote quality teaching and learning at residential liberal arts institutions by exploring the pedagogical potential of emerging technologies; it has become a platform for faculty innovation and collaboration as Haverford and its peers seek to leverage technology within their distinctive educational model.

Faculty

Faculty come to Haverford because they want to teach undergraduates. They are exceptional scholars across the board, but it is the synergy between their research and their teaching that is at the core of Haverford’s educational approach. Students might or might not be aware that their Haverford professor is widely published, NSF or NASA funded, New York Times featured, YouTube viral, or even Grammy nominated, because they can still be found with their office door open. The enduring appeal of this vocation is evident in Haverford’s hiring record; faculty searches across the disciplines consistently land their first-choice candidates.

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With higher education’s ongoing generational shift among its teaching corps, it is a consequential and exciting time as Haverford integrates talented new professors into its faculty and anticipates significant hiring in coming years. Senior faculty have created a culture of rigorous instruction across the traditional disciplines which is coupled with scholarship of depth and consequence. Rising generations of faculty, for their part, embody the aspirations of the Plan for 2020 as they reach across disciplines in exciting new ways. As they explore some of the most pressing questions of our time, they are also pushing the boundaries of the classroom experience, whether into the natural and built spaces of the campus, communities as close as Philadelphia or as far as Africa, or into outer space and even virtual space.

The Plan for 2020 called for more attention to supporting faculty across their career arcs and lifecycles, and the College is enhancing and refining the institutional structures that enable excellent teaching and scholarship, from research support and professional development to models of shared governance and compensation.
Learning in and beyond the Classroom

Positioning the College for continued excellence and relevance in a rapidly changing world, Haverford has made recent investments in academic advising, career development, ethical leadership programming, and community engagement to ensure that members of an ever more diverse family of Haverfordians realize their full potential. This includes the introduction of the Office of Academic Resources, which was founded in 2012 to enrich and enhance the academic life of all Haverford students; the Chesick Scholars Program, a four-year mentoring and leadership program for talented students from underrepresented or under-resourced backgrounds; the Ethical Leadership Summer Institute, which doubled in size and scope for its recent second year; and additional and growing initiatives such as the Public Policy Forum, the Haverford Innovations Program, and the Haverford Documentary Lab.

Three essential and vital components of the academic experience are our Centers for interdisciplinary thought and work: the Center for Peace & Global Citizenship, the Hurford Center for the Arts & Humanities, and the Marian E. Koshland Integrated Science Center. The Centers play an increasingly important role in the long arc of student scholarship that culminates in the senior project, which, for nearly all students, takes the form of a thesis. Through grants, fellowships, and internships, students are able to pursue civic engagement opportunities and research that directly inform their theses.

Admission and Access

Fulfilling Haverford’s promise of an extraordinary educational experience requires a diverse and academically exceptional student body. It is a moral imperative to live what one teaches and to make the College as inclusive and accessible to as many qualified students as possible — especially to young people who share Haverford’s ideals, who want to enrich their lives and the lives of others according to these ideals, and who see coming to Haverford as a unique opportunity to thrive.

In a contemporary society where many young adults are eager to live out their values and make a positive difference in the world, Haverford’s approach to ethically-attuned liberal education is increasingly resonant to potential students. Application totals have climbed steadily over recent decades, with especially sharp annual increases since 2016, to produce enrolled classes of ever-more diversity and academic quality.

Haverford has long recognized that affordability is key to building the most engaging community possible, and, for that reason, the College offers only need-based financial aid and meets the full demonstrated need of all admitted applicants. As operating costs continue to rise and family incomes struggle to keep pace, this is an expensive set of values. The Lives That Speak campaign raised more than $40 million for financial aid, including 81 new endowed scholarships, to allow the College to continue its commitment to making a Haverford education accessible.
A Focus on Strategy

Haverford’s many accomplishments since 2011 share a common script in a compelling and unifying strategic plan: the Plan for Haverford 2020. The Plan was finalized in 2014 after an inclusive campus process, with co-authorship shared among three leaders, Joanne V. Creighton, Daniel H. Weiss, and Kimberly W. Benston, who each served as president within the Plan’s lifetime. The Plan’s energetic implementation reflects its resonance within the campus community and among the College’s philanthropic supporters, as well as the disciplined commitment of Board and campus leadership to move boldly forward on its strategy.

The Plan’s implementation has led to two significant recent addenda: the Strategic Plan for Diversity & Inclusion and the Sustainability Strategic Plan. Diversity and sustainability each represent core ethical commitments of the Haverford community but also specific institutional strategies to prepare students to meet the defining challenges of their generation.

Haverford’s next president will arrive for the final stages of the Plan for 2020. Haverford will also be nearing the conclusion of its decennial reaccreditation process, which provides an opportunity for the community to begin to identify the needs and aspirations that will define the College’s next institutional chapter. Emerging nodes of planning energy include a reinvigorated Bi-College strategy with Bryn Mawr, and the overlapping areas of civic engagement programming and Haverford’s global footprint. With that work as context, as well as an impending renewal of the campus master plan, the next president will be positioned to take stock of Haverford’s current opportunities and challenges, and to help the community set off on the College’s next phase of institutional development.

Fiscal Affairs

Haverford enjoys an enviable financial position in the context of higher education, with over $400,000 of endowment per student, which allows for significant support of annual operations and an enhanced ability to thrive throughout the vicissitudes of economic cycles. The most recent Lives That Speak comprehensive campaign concluded in 2017 after raising a total of more than $269 million, surpassing its initial $225 million goal by 19.8 percent. The campaign, which was undertaken to fund the priorities of the Plan for Haverford 2020, was supported by more than 15,000 donors who affirmed the value of a Haverford education. Those results situate Haverford in the highest fundraising echelon of higher education on a per capita basis. The next president will have the opportunity to articulate the agenda and priorities that will drive Haverford’s next campaign, which is positioned to be launched within the first few years of their presidency.

In the years since the Great Recession, Haverford has been committed to safeguarding the College’s future by achieving a sustainable fiscal equilibrium through concerted discipline in its operations and financial planning. The College utilizes a need-aware approach to admission that allows for deliberate annual planning and budgeting, which has also yielded ever-more-qualified classes of students each year. While Haverford has consistently achieved operating equilibrium over recent years, the College is working steadily to attain “full-accrual” equilibrium by containing expense growth while rigorously funding depreciation and deferred maintenance, which will extend the College’s financial flexibility well into the future.

Fiscal Affairs

$736.3M
Total assets
(as of 6/30/17)

$554.7M
Total net assets
(as of 6/30/17)

$27.3M
2016-17 gifts received

$31.8M
2017-18 gifts received
(as of 3/31/18)

$522.5M
Endowment value
(as of 3/31/18)

AA-/stable (Fitch)

AA-/stable (S&P)

A1/stable (Moody’s)

Credit rating

$96.8M
Operating budget
FY 2018
Staff

Haverford’s nearly 500 full- and part-time staff are a diverse body, demographically and professionally. They personify the College’s passionate commitment to our task of educating “the whole person.” From partnering with faculty and students within the educational enterprise to managing the campus’s critical functions, our staff make Haverford tick.

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Recognizing that the College’s size tends not to support economies of scale, Haverford’s success depends on every individual staff member contributing skill and effort at a consistently high level. With a shared goal of wanting Haverford to “run like butter,” in the words of the Princeton Review, our staff rise to the challenge. Simultaneously, Haverford leadership has long strived to make the College a positive and equitable work environment. Haverford offers a tiered benefit system to weight benefits toward employees with lower salaries and recently put in place an employee minimum wage of $14.35, nearly twice what state and federal laws require.

Alongside students and faculty, staff members are engaged in shared governance and stewardship of the College, value their roles and opportunities, and are eager to partner with the next president in charting the College’s strategic direction and crafting the operational plan for achieving the community’s goals.

Campus and Facilities

Haverford’s natural campus is at once a verdant oasis in the midst of a bustling Philadelphia suburb that provides space and ambience for communal and solitary activities, while also standing as a “living lab” whose thoughtful stewardship is in itself an opportunity for teaching and scholarship. In that spirit, Haverford has in recent years ambitiously affirmed its commitment to environmental stewardship by undertaking a revitalization of the College’s Arboretum, building to LEED standards, and accelerating its pursuit of carbon neutrality. The College has recently embarked on a utilities and carbon master plan that will be a foundational element to an updated campus master plan, which in turn will be developed in the next few years.

Haverford enjoys a high ratio of built space per student relative to its peers, and the College has been fortunate that its spatial challenges have generally been those of optimization rather than a need for growth. In that spirit, over the past five years, Haverford has been renewing four core buildings around Founders Green, largely within existing square footage, to serve evolving academic priorities. The completed renovations of Sharpless Hall (psychology/biology) and VCAM (Visual Culture, Arts, & Media), in-process Library renewal, and impending relocation of music to Roberts Hall will revitalize four defining campus buildings while adding state-of-the-art spaces for teaching and scholarship.

Complementing these academic spaces is a wide array of modern and venerable residential spaces in which most students enjoy single rooms after their first year; modern athletic facilities that serve our competitive intercollegiate programs and recreational users alike; and community spaces ranging from a new student lounge below the Dining Center to a new greenhouse that supports student clubs like the Haverford College Farm alongside environmental research.
Reporting to the president are the heads of seven institutional divisions:

- Provost
- Senior Vice President for Finance and Administration
- Dean of the College
- Vice President and Dean of Admission and Financial Aid
- Vice President for Institutional Advancement
- Chief Information Officer
- Chief Investment Officer

The president currently shares reporting relationships for the Assistant Vice President for College Communications and for the Director of Quaker Affairs.

The Vice President & Chief of Staff, Executive Assistant to the President, and the Special Assistant to the President support the president and manage an array of executive affairs within the Office of the President.

Governance

Haverford believes in a transparent and participatory process of decision-making by consensus. This commitment to shared governance provides a large role and a strong voice for the College’s various constituencies. In particular, the president, with support from the senior staff, works collaboratively with the faculty and staff on matters pertaining to the College’s governance and regularly consults with students and their elected or designated leaders. Additionally, the president works in partnership with the Board of Managers and facilitates communication and interaction among the Board, the faculty, and other College constituencies on governance and policy matters.

Haverford’s corporate governance structure is atypical, in that the Corporation of Haverford College, a self-perpetuating membership association, holds title to the assets of the College. The Corporation is composed of approximately 200 individuals, most of whom are Quaker and many of whom are alumni. In practice, the most important role of the Corporation is to help enrich the Haverford experience in ways reflective of its Quaker heritage. The Corporation meets annually and, among its actions, formally elects the members of the Board of Managers to whom it delegates the management of the College. The thirty-three members of the Board are nominated by three entities: the Corporation, the Alumni Association, and the Board of Managers itself. The Board of Managers performs the fiduciary and strategic duties typical of a governing board of an independent college, including appointing and supervising the president.

Greater Philadelphia

Haverford is eight short miles from Center City Philadelphia, one of America’s most historic and dynamic metropolises, one that embodies the aspirations and struggles thematic to contemporary urban America. With easy access by public transportation or even a bike, Haverford has at its disposal vast cultural and educational opportunities rare to a liberal arts college. Philadelphia extends students’ academic, professional, and social experiences, as it does those of our faculty and staff. Direct access to New York, Washington, and any number of domestic and international destinations situates the president’s house at 1 College Circle as a felicitous base within a vibrant cosmopolitan geography.

Located along the Pennsylvania Railroad’s historic 19th Century “Main Line,” Haverford’s campus is proximate to the suburban communities of Ardmore, Bryn Mawr, and Villanova, an area known for its outstanding public and independent schools and its high quality of life. The College enjoys positive relationships with its local community, whose nature-lovers, runners, and families have enjoyed the Duck Pond and arboretum campus for generations.
LOOKING FORWARD

In an increasingly competitive higher education landscape, the Haverford community seeks to set the standard for 21st century undergraduate education as a preeminent liberal arts college, and also to claim its place as a distinctively values-driven enterprise guided by its own conscience. Such fearlessness is possible at a place like Haverford, where the unknown is merely that which is yet undiscovered, and the path forward will be wherever the community may tread.

The Haverford community is eager to explore, under new presidential leadership, fresh possibilities as a liberal arts college that provides an intellectually rigorous and ethically attuned education that prepares leaders for lives of service and leadership.

Challenges & Opportunities

Haverford College has been the beneficiary of steady-handed leadership provided by Kimberly W. Benston, who has served the College as a long-standing faculty member, Provost, and most recently as President. Under his leadership, the College has secured its largest donation ever within its recent goal-surpassing capital campaign; established new minors in health and visual studies and a new major in environmental studies; admitted its most diverse and selective classes; launched the LIFTFAR initiative offering supplemental support for low-income and first-generation students; undergone facilities improvement including the opening of VCAM, a new space for visual culture, arts, and media, and renovations of many existing buildings; and much more.

Nationally recognized for excellence in all areas of liberal arts education, the Haverford College community takes pride in fostering a culture that encourages constant improvement and continuous reevaluation of the status quo. All members of Haverford’s diverse community—including students, faculty, staff, leaders, alumni, and friends—demonstrate a deep commitment to constant reflection, improvement, and growth. Embodying this spirit of excellence and drive toward reinvention, the next president will:

Strengthen and broaden the College’s already distinguished academic program: The next president must continue to support a dynamic and engaging curriculum that is responsive to student interests, actively engages in inter- and cross-disciplinary approaches, and leverages the resources available through its proximity to Philadelphia and other leading colleges and universities. Maintaining an excellent academic program will entail recruiting, supporting, and retaining outstanding and diverse faculty and students, and engaging actively with them around curricular needs, interests, and innovation that will further distinguish the College from its competitors and complement the strengths of its academic partners.

Strategically leverage the College’s location and strong consortial relationships: Haverford College is one of just a handful of liberal arts colleges located within the metropolitan area of a major U.S. city. With downtown Philadelphia less than 10 miles away, the College actively connects the campus community to the city through programs such as Haverford House and the John B. Hurford Center for the Arts and Humanities’ Philadelphia Area Creative Collaboratives. Additionally, Haverford’s proximity to Bryn Mawr and Swarthmore Colleges and the University of Pennsylvania allows it to expand curricular and co-curricular offerings as part of the Quaker Consortium. Building upon these established partnerships, the successful president will deepen these relationships, with an eye toward innovation and excellence that supports the College and the region.

Develop initiatives that engage and support a more heterogeneous student body: Receiving more than 4,600 applications and admitting just 18.7 percent for the Class of 2022, Haverford remains an attractive liberal arts institution for the nation’s most talented and driven students. This most recently accepted group of students is not only the most selective in Haverford’s history; it is also the College’s most diverse, with applicants from 41 different countries and with nearly half identifying as individuals of color. As the College continues to welcome classes with ever-increasing numbers of students from traditionally underrepresented backgrounds, the next president will serve as a champion and model for all students, embracing and valuing new contributions and perspectives, while maintaining the community’s core values.

Being accessible to students is highly valued and expected at Haverford and will be necessary in order to address student concerns effectively, with empathy and compassion.

Maintain a deep connection with the College’s Quaker tradition: Although a nonsectarian institution today, Haverford is imbued with social values and approaches to decision-making rooted in its Quaker tradition. Decisions, of all kinds and at all levels, involve gathering input from and granting significant roles to individuals across many constituencies. Collaboration, openness, and a respect for all voices are characteristic of these processes, and the focus is on reaching consensus rather than abiding by majority rule. Commitment to this participatory and deliberative
approach requires deep listening, time, and flexibility of thought. The ideal president will strike the right balance between process and action, never compromising the need for broad input or the desire to reach consensus, yet fostering new, energetic, and cutting-edge ideas on campus and ensuring their successful implementation.

Lead the College’s next strategic planning process: As the Plan for Haverford 2020 comes to a successful completion, the next president will have the opportunity to engage the community in identifying and setting forth new strategic goals and priorities that look to Haverford’s future. The next President should be well-versed in current opportunities and challenges, able to anticipate the evolution of the higher education landscape, and, working through a highly collaborative process, able to distill how Haverford will be affected and can best respond. Delineating bold yet achievable goals for Haverford’s next chapter will be a hallmark of the president’s plan.

Serve as the College’s chief fundraiser and lead the next comprehensive campaign: The College has recently completed a comprehensive campaign, titled Lives That Speak: The Campaign for Haverford, that exceeded its original $225M goal by nearly 20 percent, raising over $269M. Notably, the campaign fully funded each of the College’s strategic priorities. Building on this foundation of success, the next president will outline new priorities for a forthcoming campaign that align with the next collaboratively produced strategic plan. The successful president will engage with alumni and other members of the community, connecting their interests with the priorities of Haverford and encouraging their financial support.

Champion broad-reaching visibility and engagement for Haverford: Performing well across all major college ranking entities, and championed by loyal and consequential alumni, Haverford College has a sterling reputation. However, its small size and humble character, along with intense competition from peer institutions, have historically limited Haverford’s visibility outside of academic circles. The next president will focus on raising the College’s profile and reach through a variety of means, including: being actively involved on the national and international stage; evaluating the institution’s size while considering economies of scale; staying true to the value of a close-knit community; and developing signature programming.
Qualifications & Personal Characteristics

Haverford College seeks a president whose values and personal commitments align deeply with those encapsulated by Haverford’s mission and Quaker traditions and embodied by its community. This individual must not only be an outstanding and thoughtful leader, but a true fit with Haverford and the qualities that make it unique among comparable liberal arts institutions. Although fit can be difficult to delineate, the community has determined that the following background and personal characteristics will aid in identifying the person who will be both an inspiring leader and align with Haverford’s ethos. The next president will ideally:

• Possess wide-ranging administrative experience and acumen, preferably from within an institution of higher education;
• Be a true intellectual, capable of leading an academic community;
• Value diversity and demonstrate a track record of building institutional strength by creating inclusive and welcoming environments for all individuals;
• Be a strategic and visionary leader with a proven ability to work collaboratively and to implement plans diligently;
• Understand and appreciate the important role Quaker traditions play at the College and their influence on shared governance and inclusive, consensus-driven decision making;
• Balance being comfortable making decisions and taking action with entrusting staff and delegating effectively;
• Willingly and passionately engage in both friend-raising and fund-raising on behalf of an institution;
• Possess the highest personal and professional integrity;
• Work and think across divisions, both academically and with personnel;
• Take pleasure in being accessible to, listening to, and engaging with all constituencies;
• Advocate nationally and internationally for the liberal arts and participate in conversations regarding the importance of and the challenges facing this distinctive form of education;
• Communicate eloquently, transparently, and in a timely manner;
• Exhibit ambition for the institution rather than the self;
• Balance current needs with the long-term sustainability of the College and its financial, academic, built, natural, communal, and ethical endowments; and
• Be honest, humble, patient, compassionate, and have a sense of humor.

Evaluation of candidate materials will begin immediately and continue until a new president is named. The expected start date for this opportunity is July 1, 2019. The College is being assisted by the national executive search firm Storbeck/Pimentel & Associates. Nominations and letters of interest with a curriculum vitae may be sent in confidence to:

Shelly Weiss Storbeck, Managing Partner
Anne Koellhoffer, Senior Associate
HaverfordPresident@storbecksearch.com

For more information, please visit Haverford’s home page at www.haverford.edu.

Haverford College has a longstanding commitment to diversity rooted in values of inclusion and social justice, a commitment reflected in the academic program, lived experience, and composition of the College community. Haverford welcomes applications from candidates who share these values and who will contribute to the College’s educational mission. Haverford College is an Affirmative Action and Equal Opportunity Employer. Women and persons of color are especially encouraged to apply.
NON DOCTOR, SED MELIORE DOCTRINA IMBUTUS

Not more learned, but imbued with better learning