Swarthmore welcomes interested and qualified candidates to apply to become the College’s 15th president. We have written this document to acquaint you with our community, our aspirations, and the characteristics we seek in the person who will lead the College in the coming years.

The “word cloud” on the cover of this document represents how members of the Swarthmore community see the College. It is a result of a significant body of research recently conducted involving students, staff, faculty, and alumni. Each person surveyed was asked, “What are the first three things that come to mind when you think of Swarthmore?” The larger the word, the more frequent the response.

These are familiar words to everyone associated with Swarthmore College. In fact, intellectual rigor and a shared passion for learning are at the core of the College’s identity. Students and faculty pursue discovery with uncommon intensity. We take great pride in the College’s fundamental commitment to social conscience and civic responsibility, and we seek opportunities to apply academic rigor in innovative ways that contribute to the greater good and making a positive difference in the world.
**The Liberal Arts at Swarthmore**

Swarthmore is committed to engaging students deeply in their intellectual and creative lives as the best way to prepare them to become productive citizens and leaders in a global society. Living and learning full time in a diverse residential community—guided by historic Quaker values of compassion, respect, and humility—Swarthmore students prepare themselves to inhabit fully the world in which they live.

Almost a century ago, the College broke new ground in American higher education by introducing a distinctive Honors Program, which demands of our students thorough critical analysis and sustained intellectual engagement. The Honors Program continues to challenge Swarthmore students to develop deep understandings of texts and flexible critical-thinking skills in small, seminar-style classes. The intellectual intensity of Honors seminars permeates all levels of our curriculum and all aspects of life at Swarthmore.

Swarthmore thus continues to honor its liberal arts heritage. Most recently, the College established the Frank Aydelotte Foundation for the Advancement of the Liberal Arts, dedicated to promoting liberal arts education not only at Swarthmore but well beyond it.

**A Commitment to Serve**

In addition to our shared passion for the life of the mind, a commitment to social responsibility ranks among the College’s top priorities—a value rooted in Swarthmore’s Quaker origins. Whether working on an EPA grant-funded project led by a Swarthmore professor to address water pollution in Philadelphia or mentoring urban youth in nearby Chester, Pa., Swarthmore students routinely integrate their learning in the classroom with service to the wider community.

Countless Swarthmore alumni have used their skills and knowledge to address pressing social problems. They include a lawyer who for 20 years offered her services pro bono to underprivileged women; U.S.-based medical doctors who travel to Haiti to provide care for impoverished children; a writer who has organized an annual day of service that draws more than 50,000 volunteers; and many more, in fields ranging from the arts to engineering.

An uncompromising dedication to the highest possible academic standards and to preparing young people to live, work, lead, and serve in today’s world and in the world of tomorrow: This is Swarthmore College.
SWARTHMORE AT A GLANCE

About
Founded in 1864 by members of the Religious Society of Friends (Quakers), Swarthmore College today is nonsectarian. Private and residential, it offers four-year undergraduate programs in liberal arts and engineering.

Location and Campus
The College is located 11 miles southwest of Philadelphia, which can be reached via a short train ride from the station at the foot of campus. New York and Washington, D.C., are about two hours from campus. Swarthmore’s 425-acre suburban campus includes the nationally recognized Scott Arboretum.

Academics
Swarthmore offers undergraduate liberal arts degrees in 40 fields of study. Students may earn a bachelor of science degree in engineering or a bachelor of arts degree in a range of liberal arts disciplines including the sciences, social sciences, humanities, and the arts. More than 600 courses are offered on campus each year. The student-to-faculty ratio is 8-to-1. Sixty-six percent of students participate in undergraduate research or independent creative projects. Approximately 25 percent of students participate in the Honors Program.

Tri-College Consortium
Swarthmore students benefit from the Tri-College (Tri-Co) Consortium—a partnership with Haverford and Bryn Mawr colleges. The three schools share an academic calendar, and students may cross-register for courses and have borrowing privileges at all three campus libraries. Students also may attend social events, eat in dining facilities, and share library resources at any of the three colleges. The Tri-Co colleges also have a cross-school enrollment relationship with nearby University of Pennsylvania, which dubs the four-school collaboration the “Quaker consortium.”

Selectivity
Swarthmore traditionally admits fewer than one in five of its total applicants. The median verbal and math SAT scores of matriculated students are exceptionally strong at 1450. Approximately 90 percent of students who report class rank are in the top 10 percent of their class.

Faculty
In the 2014–2015 academic year, the standing faculty comprised 169 tenured and tenure-track faculty members, nearly all of whom have terminal degrees in their fields.

Students
The student body in fall 2013 was 1,534 undergraduates (781 women, 753 men). Domestic students of color account for 43 percent of the student body, and international students represent another 8 percent. Ninety-three percent of students live on campus in 17 residence halls.
Staff
Swarthmore’s staff of approximately 800 (including full- and part-time employees) exhibits the same enthusiasm and desire for excellence as its students and faculty. The College’s collaborative, productive, and enriching work environment attracts and retains a strong and diverse collection of professionals who are experts in their fields and highly invested in the College and its ideals.

Alumni
Swarthmore graduates enjoy an intellectual curiosity and sense of purpose that endures long after they leave campus. Swarthmore’s alumni, numbering more than 21,000 and spread across the globe, are seekers of wisdom, drivers of innovation, and agents of change. Swarthmore graduates’ continual quest for knowledge is evident in their professional and civic lives.

Libraries
Three libraries—McCabe, which is the main library, the Cornell Library of Science and Engineering, and the Underhill Music and Dance Library—collectively house more than 850,000 print volumes, extensive collections of film and music, and a growing digital library of more than 16,000 online journal subscriptions, reference materials, e-books, and other scholarly databases. The Friends Historical Library comprises the world’s largest collection of books and manuscripts relating to the Society of Friends, with collections on Native American rights, women’s rights, and the abolition of slavery.

Technological Resources
Swarthmore students have access to a robust campus wireless network in all campus buildings and high-speed Internet and Internet2 access. Classrooms and labs are equipped with state-of-the-art digital AV components and built-in computers for instructors. The Media Center and the Language Resource Center provide access to a wide array of audio and video equipment, large-format printing, 3-D printing, and other tools for media production.

Athletics
Swarthmore supports 22 men’s and women’s intercollegiate varsity sports teams at the Division III level. The College is a charter member of the Centennial Conference and is also a member of the Eastern College Athletic Conference. Forty percent of students participate in team, club, and/or intramural sports.

Financial Strength
Swarthmore’s endowment as of 2014 is $1.9 billion. Swarthmore has a reputation for especially sound financial management and has earned Aaa ratings from Moody’s since 2007 and AAA ratings from Standard & Poor’s since 2008.

Financial Aid
Swarthmore is deeply committed to access and opportunity, admitting all qualified students without regard to family finances. It meets the full demonstrated financial need of all qualified, domestic students. Fifty-two percent of the Class of 2018 receive need-based financial aid; the average aid award for this class is $43,250.

Post-graduate Outcomes
Seventy-one percent of Swarthmore students plan to enter the workforce upon graduation; 75 percent plan to enter graduate school within five years of graduation. Eighty-three percent of students and graduates who apply to medical school are admitted. Twenty percent of graduates complete a doctoral program (third highest in the nation). A recent National Science Foundation study found that Swarthmore has the country’s highest rate of production of Ph.D. recipients in the social sciences and is among the top five in all academic fields combined.
Faculty
Faculty members at Swarthmore combine significant research and outstanding teaching to create an academic experience that challenges students to critically examine ideas, evidence, and aesthetics.

The close faculty-student relationship anchors the academic experience at Swarthmore, which often joins classroom, campus, and community. The low student-faculty ratio allows serious collaboration and provides significant opportunities for students to conduct research and gain real-life experience in their fields of study. At Swarthmore, students and faculty grapple with the most recent scholarship, co-author research papers, travel abroad to assess environmental damage, and even build robots that help save lives.

Swarthmore's full-time tenured and tenure-track faculty are renowned in their respective fields. They work to preserve dying languages, discover new stars, produce groundbreaking and award-winning work, comment extensively on contemporary events, edit distinguished journals in their fields, and create original works of literature, music, and art. Swarthmore professors have won many prestigious awards, including National Endowment for the Arts, National Endowment for the Humanities, National Science Foundation, Guggenheim, and Fulbright fellowships for their scholarship and research.

Despite its small size, Swarthmore provides numerous opportunities, resources, and support for faculty including a generous sabbatical policy, a manageable course load, and funding to pursue, present, and publish research at the highest levels. Moreover, the faculty play an active role as dedicated partners in the governance of the College.

Academics
Swarthmore’s approach to teaching and learning encourages students to understand deeply, question vigorously, and think imaginatively. In this rigorous academic environment, students learn to refine analytic thinking; to ask difficult questions and formulate complex answers; to evaluate, interpret, and synthesize evidence; to make lucid and well-substantiated arguments; and to develop the habits of intellectual agility.
In most departments, the foundation for these habits is laid through a series of advanced seminars, as well as in research theses or other independent work. Common throughout is close collaboration among faculty and students.

Swarthmore professors engage their students in creative ways, such as community-based learning, which integrates experiential learning off campus with course work. Recently, one professor led a semester long political science course in a local prison, teaching inmates and students jointly and interactively. Other experiential learning opportunities, including research collaborations and summer internships, also allow students to both master the rigors of disciplinary knowledge and apply such knowledge practically and concretely.

Because new knowledge is often created through interdisciplinary approaches, Swarthmore encourages collaboration across disciplines: biology and chemistry; psychology and biology; and art and engineering, for example—while also allowing students to specialize in formal interdisciplinary programs, like Peace and Conflict Studies, Environmental Studies, Interpretation Theory, Cognitive Science, Gender and Sexuality Studies, Islamic Studies, and Black Studies. Swarthmore students frequently select at least one major (including “special majors” that they configure themselves) and one minor, many of them pursuing multiple learning paths simultaneously.

Swarthmore's Engineering Department is an unusual entity at a liberal arts college. Swarthmore engineering students graduate with a wide knowledge base of analytic and design techniques as well as social, economic, and humanistic traditions and cultures.

In addition to its exceptional offerings in engineering, the sciences, social sciences, and humanities, Swarthmore offers a deep and diverse arts curriculum. Students at Swarthmore can major in creative writing, theater, art, dance, music, and film and media studies. By the time they graduate, two-thirds of all Swarthmore students take at least one course in the arts.

Beyond the bounds of the campus, students participate in about 500 service internship and volunteer opportunities and engage in the College’s weeklong externship program, where Swarthmore alumni provide glimpses of possible careers.
Students
Swarthmore students are creators, thinkers, innovators, and stewards, who go on to become collaborative leaders who help change the world. Among the most gifted students in the world, they possess remarkable curiosity and seek to live with purpose. They delight in continuing classroom discussions long after class has ended and take joy from all of their inspired and creative interactions. The College’s vibrant and diverse community provides an ideal environment for students by supporting them, challenging them, and allowing them to grow intellectually and personally.

Students and faculty members often work hand in hand on projects and research across disciplines, forming deep and meaningful relationships that last years beyond graduation. Swarthmore students’ academic excellence, sturdy self-discipline, and creative spirit have led to numerous accolades that include the most prestigious academic grants and fellowships, including Fulbright, Watson, and Mellon Mays Undergraduate fellowships; National Science Foundation grants; Marshall, Rhodes and Truman scholarships, and many others.

Student Life
Swarthmore students engage in a wide variety of pursuits outside the classroom that invigorate the mind and heart. Inspiring a cappella concerts and theatrical and dance performances, lively debates and art exhibitions, student activism, and engagement in a wide variety of areas enrich the Swarthmore community with an array of activities that serve to build connections on common ground as well as spark enthusiasm for new interests.

The role of athletics at Swarthmore is important. Swarthmore teams have won seven national championships, garnered more than 330 All-America
honors, and 22 Academic All-America honors. Our athletes have been inducted into national halls of fame and achieved honors for other academic achievements including the Nobel Prize, as well as Rhodes and Fulbright scholarships. In addition to varsity teams, students also participate in a lively range of clubs and intramural teams from ultimate Frisbee to rugby.

Beyond excelling in academics and co-curricular activities, Swarthmore students have a genuine desire to make a difference in the world—and they work to make it happen. Many serve through the Lang Center for Civic and Social Responsibility, whose goal is to prepare and motivate students to understand and engage issues of civic and social concern. About 40 percent of Swarthmore’s students further expand their intellectual and social horizons by studying abroad for a semester or year.

Many students find support and enlightenment in the College’s multicultural centers, which include the Intercultural Center, Black Cultural Center, Women’s Resource Center, and Interfaith Center. These centers are catalysts to promote dialogue about diversity (race, ethnicity, class, gender, sexuality, religion/spirituality, ability, political ideology, and nationality, among others), within the context of a liberal arts education.

Like many other colleges and universities, Swarthmore has been challenged by the current generation of students to be more responsive and transparent about a variety of important issues, including: sexual assault and harassment; the College’s commitment to addressing the critical issue of climate change; and its support and outreach to students of color, first-generation college students, and queer and transgendered students, among others. While Swarthmore has a long history of supporting its students as well as the environment, it has taken several concrete steps in the last two years. A cohesive Title IX team is now in place, including a new Title IX coordinator who reports to the president and brings extensive experience and expertise to strengthen the College’s response to sexual assault.

The Title IX coordinator leads the College’s prevention and education efforts and works to create a campus culture in which all students may thrive safely. The College has also hired a sustainability director to help coordinate its many sustainability initiatives. And it has hired an associate dean for diversity, inclusion, and community engagement, who this fall will lead a campuswide climate survey to gauge where progress has been made and where additional efforts are needed. Swarthmore is actively seeking to cultivate a culture based on mutual respect, shared responsibility, and accountability. The College’s next president will contribute to these important directions in the coming years.
Swarthmore’s dedicated and passionate staff members provide the foundation for advancing the College’s strategic goals by supporting all operations. Among many other contributions to the College, they cultivate and maintain a beautiful arboretum campus; clean and maintain a broad range of facilities; prepare and serve food for students and other members of campus; support faculty and academic departments; counsel students and encourage their growth; coach and mentor; recruit each new class of students; and manage libraries and information technology systems that support the academic mission. Staff members also demonstrate an enduring commitment to the College, with an average of 16 years of service.

Swarthmore strives to attract forward-thinking, innovative staff in all areas in order to fulfill the mission of the College by aligning operational initiatives with the goals and values of the institution. The College is committed to transparency and accountability among staff and to fostering a culture that inspires high performance and professional development while recognizing staff contributions. The College also provides comprehensive and competitive benefits and compensation.

Staff members also contribute to the student learning experience outside of the classroom through various programs. One of its long-standing programs, Learning for Life, is a voluntary mutual learning student-staff partnership that demonstrates Swarthmore’s dedication to intellectual, ethical, social, and personal growth for all community members. Working closely with staff, Swarthmore’s student workers also serve in a variety of capacities across campus, learning professional and interpersonal skills that prepare them for life after graduation.

Swarthmore College was listed among the AARP 2013 Best Employers for Workers Over 50 in recognition of the College’s support for its employees. Even after employees retire, the connection to Swarthmore remains strong, with retirees often returning to campus to work on special projects or participate in community events.
Swarthmore alumni continue to carry with them a deep intellectual curiosity and a passion for improving the world around them. Alumni contribute meaningfully through positions in academia, in public policy and government service (including the U.S. Senate and House of Representatives, as well as the United Nations and ambassadorships around the world), in business and entrepreneurial ventures, in education and nonprofit work, and in the arts. They are strongly represented on the faculty and in administrative positions at academic institutions around the world, including Ivy League schools and top liberal arts institutions, as presidents, chancellors, provosts, and deans.

Alumni play a vital role in helping the College accomplish its mission, and Swarthmore seeks to actively cultivate meaningful relationships with its alumni body. Alumni have numerous opportunities throughout the year to return to campus for reunions, concerts, lectures, and more. The College also coordinates gatherings of alumni across the United States and throughout the world. These events engage alumni intellectually as well as socially, for this is what alumni expect and enjoy. Lifelong learning seminars taught by senior or emeriti faculty of the College consistently sell out on campus and in New York and Boston, reflecting a deep connection with Swarthmore and a commitment to the life of the mind.

Swarthmore alumni crave opportunities to give back to their alma mater, and they do so in several ways. Some serve the admissions office by screening and interviewing prospective students. In conjunction with Career Services, the Alumni Council helps coordinate networking dinners that provide students with opportunities to interact with alumni based on career interest. Also working with Career Services, many alumni welcome current students (more than 300 annually) into their work worlds through the College’s popular externship program—a five-day job-shadowing program designed to enable students to explore a particular field of interest.

Not surprisingly, thousands of alumni support the College financially. More than 2,000 contributed as part of the College’s first Day of Giving in May, an alumni-driven effort that raised more than $1.4 million for financial aid and other initiatives.
FUTURE DIRECTIONS

Strategic Plan
The Swarthmore community is now implementing aspects of Strategic Directions, a communitywide planning exercise that began in 2009 and ultimately established four cornerstones that define Swarthmore’s future: academic vigor; the creation of a diverse, inclusive, intentional campus culture; access and opportunity; and alumni engagement.

With implementation of the plan now well underway, concrete outcomes include:

- Creating more robust high-impact learning opportunities for students such as summer research opportunities.
- Reducing faculty course loads to allow for more experiential learning outside the classroom.
- The creation of a Center for Innovation and Leadership to enhance students’ leadership development.
- An increased emphasis and investment in sustainable building and practices.
- Enhanced wellness programs.
- Increased resources for financial aid and access.
- Renewed commitments to recruit and retain a diverse student body, faculty, and staff.

Campus Master Plan
The strategic planning process identified a need to update and add to the current physical campus, thereby sustaining and enhancing its residential community. An ambitious new campus master plan was approved by the Board of Managers in February 2014. Guiding the next 20 years, the plan comprises structural, building, and landscaping requirements that will allow the campus to accommodate the growing population and further the realization of an inclusive, engaged, and intentional community.
Among the new projects that will emphasize sustainable building practices is Town Center West, which will include a 40-bed inn, scheduled for construction on the south campus near Chester Road. With a restaurant, conference space, and campus and community store, the inn will provide new and welcoming opportunities for “town and gown” to connect. A new residence hall, also destined for the south campus, will provide additional beds as well as reduce the gap between the three residence halls located along Chester Road and the campus proper.

Thanks to a $50 million gift from an alumnus, a new academic building will accommodate the needs of the biology, engineering, and psychology departments. A $20 million gift from another alumnus will fund several components of the strategic plan, including enhanced social spaces for students and the renovation of Swarthmore’s iconic Clothier Hall as well as bolstering the financial aid program.

Already under construction and slated to open this fall is The Matchbox, an athletics, wellness, theater, and multipurpose space, funded by a $2.5 million challenge match.
FUN FACTS AND TRADITIONS

Swat Athletics: Swarthmore’s teams are known as The Garnet, and the official mascot is a phoenix named Phineas.

Crum Creek Regatta: Students race down Crum Creek aboard homemade vessels, which range in quality from sturdy to barely floating. Students battle against the temperatures of the water not just for an array of prizes but also for the sense of camaraderie, comedy, and achievement.

Pterodactyl Hunt: One night each year, students defend the campus from pterodactyls and monsters. The event is coordinated by members of the Psi Phi Club.

Midnight Breakfast and Primal Scream: At the end of every semester, faculty members serve students breakfast during the last night of reading week. Students gather in the dining hall to bond during the most stressful time of the semester and collectively vent by screaming in unison at midnight, marking the start of exams.

Ninjagrams: On Valentine’s Day, ninjas deliver cards to unsuspecting students, whether in classrooms, packed lecture halls, or the dining hall, all in the name of charity.

Trash2Treasure: This annual, student-run event offers used items donated by students and other community members at the end of the academic year. The event has three goals: to give the merchandise a new home, keep it out of the waste stream, and raise money for local charities. This year’s sale raised approximately $20,000 for the United Way to distribute to social service agencies in Delaware County and kept about 14 tons of material—picture 25 industrial-sized Dumpsters—from being incinerated.

First and Last Collection: All Swarthmore students gather in the gorgeous, outdoor Scott Amphitheater for these two ceremonial events—the first marking the official beginning and the last signifying the end of their sojourn at Swarthmore. After welcome speeches by the College president, a member of the faculty, and a member of the senior class, first-year students participate in candle lighting and hand-shaking rituals. This year, for the first time, students also experienced an authentic Quaker-style collection at the end of their orientation events. This event allowed first-year students the opportunity to share—if they felt moved to do so—what they had learned during the week. Four years from now, the evening before they graduate, students will gather for a similar ceremony before venturing forward into the world beyond the campus.

Prom Dress Rugby: Swarthmore’s women’s rugby team plays an annual fancy-dress match, voted No. 9 on Sports Illustrated’s list of “102 More Things You Gotta Do Before You Graduate” in 2005.
GOVERNANCE

The chair of the Board of Managers and College president are selected by and serve at the will of the Board. The nature and success of a Swarthmore College presidency and the effectiveness of the Board in serving the College depend upon close coordination and communication between the Board chair and the president. In addition, the president develops and depends upon positive and collaborative working relationships with other Managers, faculty, students, staff, and alumni. The Board of Managers is charged with managing College affairs, particularly the direct management of the endowment, while working closely with the president to set general directions. The president is an ex officio member of the Board and attends all Board meetings.

The Board comprises 39 members and seven emeriti members. Members typically serve between four and 12 years. Most work of the Board is done in 11 committees, with the president regularly participating in committee meetings.

The president has operating and budgetary responsibility for the College. The other officers responsible to the president and comprising the president’s senior staff include the provost (appointed upon recommendation of the faculty); the dean of students; the vice president and dean of admissions; the vice president for finance and administration; the vice president for development and alumni relations; the vice president for human resources; the secretary of the College and vice president for communications; the vice president for college and community relations and executive assistant to the president; and the vice president for facilities and capital projects. The president works closely and collaboratively with senior staff in advancing and implementing the strategic directions of the College.

The president works closely with the provost within a very strong faculty governance system. The president, in partnership with the provost, typically chairs faculty meetings as well as important faculty committees, including the Committee on Promotion and Tenure and the Committee on Faculty Procedures. The provost chairs the Council on Educational Policy, and the president is a council member. The provost, in partnership with the president and upon approval of the Board of Managers, has authority over all faculty hiring decisions.

Advisory groups
Swarthmore’s next president will enjoy close working relationships with an Alumni Council, a Parents Council, and a President’s Council. These groups serve in an advisory capacity to the president and are invaluable partners in advancing the strategic mission of the College.
Swarthmore College's ability to accomplish its world-serving mission is linked directly to its careful stewardship of the College's substantial financial resources. Working closely with the Board of Managers Investment Committee, the College's investment office manages its own portfolio with an emphasis on long-term strategies, asset allocation, manager selection and evaluation, and sufficient liquidity. The College's spending rate for its $1.9 billion endowment is based on a combination of prior-year spending and inflation and is targeted to be within a range of 3 to 5 percent of the beginning market value. In 2013–14, the spending rate was 3.5 percent. The endowment provides almost half of the College's budgeted revenue on an annual basis.

Tuition, fees, room, and board for the 2014–15 academic year are $59,610 for full-paying students.

Since 2009, financial aid awards have been loan free, meaning that the calculation of a student's financial aid is based solely on grants and campus jobs. Admission decisions for domestic students are made without regard for a family's financial capacity. Access and affordability are at the core of the College's identity and vision for the future.

For the last several years, even during the Great Recession, the College has maintained its commitments to competitive faculty compensation, full-need financial aid for all qualified students, adequate funding to maintain and improve its physical plant, and the full amortization of debt service. Fifty-nine percent of its $128.1 million budget was spent on faculty and staff compensation, 31 percent on departmental expenses, and 10 percent on interest, taxes, utilities, insurance, and annuity payments.

The per-student cost of a Swarthmore education in 2014–15 is $90,576, meaning that even full-paying students are subsidized in excess of $30,000 by the College. Each year, the College engages the community in a thorough budget process that aligns financial requests with the strategic plan.

A strong fundraising program, including an emphasis on planned giving, lies at the heart of the College's financial success. The College anticipates its next president will work closely with advancement personnel, as previous presidents have done, by meeting with key prospects and supporting gift proposals in pursuit of the College's ambitious fundraising goals. The College is currently in the quiet phase of a comprehensive campaign, with the highest of several priorities being financial aid, based upon numerous consultations with alumni and other community members in 2013–14.

Among the keys to Swarthmore's financial success is its commitment to using its resources wisely—in ways that keep the College's highest values at the forefront.

In sum, the College's financial picture is strong—the envy of many. However, the challenges facing liberal arts education as well as the challenges to the world posed by the growing opportunity gap are daunting. The College's capacity to address and overcome these challenges is inextricably linked to its ability to become even stronger financially.
SWARTHMORE’S 15TH PRESIDENT

Upon arrival, Swarthmore College’s 15th president will quickly discover:

• Highly intelligent and highly motivated students who, taken together, represent a community that is diverse in virtually every way imaginable. Regardless of their ethnicity or the social or economic circumstances from which they come, students at Swarthmore are united in their passion for pursuing rigorous debate, facing intellectual challenges, and engaging in deep self-reflection, inside and outside of the classroom. Thanks to one of the most generous financial aid programs in the country, they represent the fulfillment of the College’s commitment to access, diversity, inclusion, and excellence.

• Faculty who are accomplished scholars and experts in their disciplines, and who are equally devoted to cultivating young minds through teaching and mentoring. The College’s low faculty-student ratio helps students develop relationships with their teachers and mentors that continue long after graduation.
• Intensely loyal alumni who are deeply invested in the school’s mission. Swarthmore alumni gatherings are distinguished by lively discussion of the major issues facing the world, our country, and the College. Alumni love asking questions and exploring answers; they savor a good debate, and they continue to foster spirited learning communities among themselves throughout their lives. Though disagreeing on some points, they share a commitment to ensuring that future generations have access to the same life-changing experiences they had at Swarthmore.

• A talented, dedicated staff. In an age in which people commonly switch jobs every two or three years, many employees have worked at Swarthmore for 10, 20, 30 years or more. Staff members are known not only for their professionalism and expertise, but also their deep loyalty to the mission of the College and its students. Their work contributions enable the College to meet its mission, and their personal commitment to its historic values also enhances the strong quality of community life at Swarthmore.

• A fully engaged Board of Managers who are thoughtful, accessible, and understand the need to support the College and the president to keep Swarthmore moving ever forward. Many Managers are alumni who serve to pay a debt of gratitude to their alma mater. Some go above and beyond their stated purpose of “managing the College’s affairs” through their support of the College’s fundraising efforts.

• A financially healthy institution. Over the years, diligent financial management and generous donors have enabled Swarthmore to build a significant endowment, making it possible to maintain its commitment to access and opportunity for all, regardless of ability to pay. Eschewing “bells and whistles,” the College takes great pride in spending its money wisely—on people, programs, and facilities that fulfill the school’s mission.

• A spectacular college campus that is universally regarded as being among the most beautiful in the country. Swarthmore’s arboretum campus is home to literally thousands of ornamental plant species, trees, shrubs, and vines, some distinguished as much for their fragrance as for their beauty. Community members believe the beauty of the place directly inspires creativity and wisdom.

• A vibrant, engaging community. From simple conversations to fascinating lectures, concerts, plays, sports contests, and more, Swarthmore’s cultural life exemplifies what the residential liberal arts experience can and should be.
VISION AND OPPORTUNITY

The next president will sustain, enhance, and advance Swarthmore’s excellence in liberal arts education in a highly competitive and increasingly globalized environment. Among other things, the next president should be ready to:

- Provide leadership and forward-looking vision for the College consonant with the mission, history, and culture of the institution, including a deep dedication to the highest standards of scholarship.

- Communicate with passion Swarthmore’s vision and needs to the broader Swarthmore community, including students, staff, faculty, alumni, and parents.

- Increase the national and international visibility of Swarthmore and play a leading role in articulating the impact of a liberal arts college education to the general public.

- Work with the community to complete implementation of Swarthmore’s strategic initiatives that will prepare it for continued success.

- Subsequently lead the shaping of future priorities for the College to best position it in the coming decade and beyond.

- Provide leadership and direction for the College’s next comprehensive campaign to ensure Swarthmore has the financial resources to continue to provide a transformative educational opportunity to its students regardless of their ability to pay.

- Lead the College’s response to a complex range of changing federal regulations confronting higher education.
QUALIFICATIONS AND CHARACTERISTICS

The search committee seeks candidates who are eager to become immersed in the life of Swarthmore College. They should demonstrate a substantive understanding of the fundamental importance of a diverse, inclusive environment. Candidates should be passionate about the liberal arts in the context of a Swarthmore education. After extensive discussion with faculty, students, staff, and alumni, the search committee has determined that strong applicants will possess:

A personal commitment to the core values and traditions of Swarthmore College, including:
- The highest standards of academic rigor and excellence.
- An intrinsically collaborative style of leadership and the ability to embrace and engage faculty, students, staff, and alumni as colleagues in advancing the College.
- The ability to inspire trust and build relationships with integrity across the full range of community constituents.
- A profound commitment to building a thriving, diverse, inclusive living and learning environment.
- A genuine engagement in the quality of students’ lives and opportunities both on and off campus.
- A full understanding of and a desire to contribute to Swarthmore’s long-standing commitment to making a positive difference in the world.
- A deep commitment to engaging, listening to, and learning from others in public and private contexts.

A distinguished record of academic and administrative accomplishment, reflecting:
- A keen intellect.
- Exceptional communications skills.
- The ability to innovate and think strategically.
- The capacity and drive to fundraise.
- The ability to motivate others and build consensus.
- A lively sense of humor and wit.

Details
Compensation
Open and competitive
Starting Date
July 1, 2015
Deadline Date
The review of credentials will begin immediately and will continue until the position is filled. For best consideration, please submit materials before Oct. 31, 2014.
Contacts
Nominations, inquiries, and expressions of interest should be forwarded, in confidence and preferably electronically, to:

Shelly Weiss Storbeck,
Managing Partner
Nell Booth, Senior Associate
Storbeck / Pimentel & Associates, LP
1400 N. Providence Road, Suite 6000
Media, PA 19063
610-565-2910, ext. 203 (phone)
610-565-2939 (fax)
SwarthmorePresident@storbeckpimentel.com
(email is preferred)

Swarthmore College is an equal opportunity employer. Swarthmore has a strong institutional commitment to excellence through diversity in its educational program and employment practices and encourages candidates who will further advance the goals of fostering a diverse and inclusive community.