



## VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT

[Haverford College](#)

Haverford, Pennsylvania

# HAVERFORD COLLEGE

## OVERVIEW

Haverford College is partnering with the Aspen Leadership Group in the search for a vice president of Institutional Advancement (“VPIA”). The VPIA will be the chief strategist and advisor to the president on donor cultivation and stewardship, campaign infrastructure and execution, building deep and productive relationships with alumni, parents, families, friends, and major foundations, and partnering with the Board of Managers to enhance their roles in achieving College strategy. The VPIA will build upon the College’s culture of philanthropy and, as a member of the president’s Senior Staff, provide vision and insight on issues affecting the entire College. The VPIA will exhibit the highest standards of excellence and integrity and a commitment to Haverford’s diversity, equity, inclusion, and antiracism goals.

## FROM THE PRESIDENT

*Haverford’s mission and values, superbly talented individuals, and proximity to a vibrant major city distinguish us from most small liberal arts colleges. We bring these attributes to our ongoing creation of an inspiring strategic plan (to be finalized in April 2022) that will undergird our next campaign, leading us into our third century. Our values of integrity, mutual respect, equity, ecological and institutional sustainability, and community play out on a campus committed to racial equity, intellectual and holistic growth, and contributing to the greater good. We work hard and smart, and we work through and across differences to provide our students with an unparalleled undergraduate liberal arts education.*

*I look forward to partnering with a creative, collaborative leader who daily finds joy in learning, discovery, and thinking strategically. I seek a colleague whose authentic engagement with all constituencies, passion for a residential liberal arts education, and data-informed approach inspire philanthropy that dovetails with and propels the College’s aspirations. I seek a person who will thrive as an individual leader as well as across many partnerships, including with Senior Staff, Institutional Advancement, Board of Managers, alumni, students’ families, in Philadelphia and the region, and across students, faculty, and staff. I seek someone comfortable with the unknown, at a time in human history when being able to see around the next corner—or to adapt immediately upon rounding it—advances us toward our goals.*

—Wendy Raymond, President

## 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 influence 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 developing students’ capacities to contribute to the greater good.

The College is known for its academic excellence, student-run academic and social Honor Code, and beautiful arboretum campus near a vibrant major city. Haverford is consistently considered among the top colleges in the country. Its rigorous liberal arts academic program focuses on individual growth, intellectual exploration and discovery, and pushing the boundaries of each field. Most classes are taught seminar style with an emphasis on discussion. The Haverford faculty is composed of more than 160 scholars at the top of their fields. The absence of teaching assistants and graduate students means the focus of the education is squarely on the student, with professors working side-by-side with students to do high-level research. Haverford's 1,300+ students enjoy the many benefits of living and learning in a diverse community made up of students from nearly every state and more than 40 nations, where 45% identify as people of color, 37% are domestic students of color, and more than 25% speak a language other than English at home.

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 with community-based organizations 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.

### **DIVERSITY, EQUITY, INCLUSION, AND ANTIRACISM**

The VPIA will arrive at a significant moment when the Haverford community and nation at large continue to grapple with racism and inequities on campus and across the United States. Haverford has a longstanding commitment to diversity and equity, rooted in values of inclusion and social justice, reflected in the academic program, lived experience, and composition of the College community. The College is committed to both urgent and long-term processes of structural and institutional change, reaffirming a dedication to racial justice and antiracist action now and for the future. The VPIA will need both the ability to engage in conversations across difference as well as the leadership skills necessary to build robust structures that engage and support Haverford students and alumni.

Haverford welcomes applications from candidates who share these values and enthusiasm for the College's mission.

### **RESPONSIBILITIES**

The VPIA will

- work with the president, Senior Staff, and Board of Managers to determine key funding priorities;
- actively participate in the president's Senior Staff, providing insight, perspectives, and collaborative action based on a depth of professional knowledge and experience;
- contribute to the forthcoming strategic planning process, and subsequently define and translate emerging goals into objectives for the next capital campaign;
- work across the College community to identify opportunities suitable for proposals and gift/grant opportunities;
- implement recommendations and strategies learned from landscape studies and industry best practices, and respond to emerging trends in philanthropy;
- foster a culture of philanthropy at Haverford that fully engages the College's various constituencies at an increasingly deep and meaningful level, including the creation and leadership of programs that promote participation;
- strategically pursue principal and major gift support for the College and orchestrate the participation of the president, Senior Staff, and faculty and staff as appropriate, in the joint cultivation and stewardship of key donors;

- lead a robust effort to identify and build a pipeline of new donors, including those beyond the existing alumni pool;
- support and expand meaningful, highly tailored engagement opportunities, including alumni affinity groups and programming;
- develop innovative, engaging strategies to broaden the reach and impact of advancement outreach among Haverford's 14,000+ alumni and more fully integrate these activities into the College's development efforts;
- nurture deep relationships with the Board of Managers, Corporation, Alumni Association Executive Committee, and other key supporters;
- direct an intentional stewardship program for all gifts in ways that strengthen donors' interest in and commitment to Haverford;
- staff the External Affairs Committee of the Board of Managers, alongside the vice president/dean of admission and financial aid, and the assistant vice president for college communications;
- continually assess the Institutional Advancement structure and performance as well as individual and collective staff capabilities with the goal of increasing effectiveness and efficiency;;
- lead a division of experienced, successful colleagues with a management style that builds confidence, encourages teamwork, promotes diversity, equity, and inclusion, empowers staff through active communication and mentorship, individual and collective training, staff development and recruitment, and ensures accountability through clearly defined, collaborative, and measurable goals;
- deepen Institutional Advancement's connection with the rest of the Haverford community, keeping faculty, staff, and students current about the division's work on the College's behalf, and inviting them to participate in the process at many levels; and
- oversee the Institutional Advancement budget and ensure appropriate allocation of divisional resources.

#### KEY COLLEAGUES



**Wendy Raymond**  
**President and Professor of Biology**

An accomplished molecular biologist, award-winning teacher, and academic leader, Wendy Raymond is the sixteenth President of Haverford College and Professor of Biology. She is recognized nationally for her work on issues of diversity, equity, and inclusion in academia, the sciences, and liberal arts institutions. She previously taught and held administrative positions in academic and DEI leadership at Davidson College and Williams College.



**Mitchell Wein**  
**Senior Vice President for Finance and Chief Administrative Officer**

As the senior vice president, Mitch Wein serves as the chief administrative officer for the College combining the functions of chief financial officer, chief operating officer, and Treasurer. In this capacity, Mitch oversees various departments including Human Resources, Facilities Management and Plant Operations, Campus Safety, the Controller's Office, Budgeting and Planning, Dining Services, the Bookstore, Purchasing, Central Services, and Conferences and Events. Prior to joining Haverford, Mitch spent seven years as vice president for finance and administration, treasurer at Lafayette College after

having worked in the private sector for twenty years as a managing director in investment banking with UBS Investment Bank/UBS PaineWebber and PNC Capital Markets, where he was head of its Public Finance Department.



**Christopher Mills**  
**Assistant Vice President for College Communications**

As assistant vice president for college communications, Chris Mills manages internal and external messaging and communications. Internal clients include all departments with the exception of Athletics; platforms include the main and academic websites and printed material, from catalogs and brochures to posters and invitations. Chris acts as the College's spokesperson and collaborates on strategic messaging with senior leadership, including the Board of Managers.



**Linda Strong-Leek**  
**Provost; Professor of African and Africana Studies**  
**Professor of Gender and Sexuality Studies**  
**Interim Co-Chief Diversity Officer**

As provost, Linda Strong-Leek is the chief academic officer of the College, with oversight of the Faculty, the curriculum, general education, faculty research, the three Academic Centers, the Library, and all other academic and instructional support services. Before beginning as Haverford's Provost in 2020, Linda served as provost, vice president for diversity & inclusion, and professor of women's and gender studies and general studies at Berea College, where she had taught since 2002.

### **PREFERRED COMPETENCIES AND QUALIFICATIONS**

Haverford College seeks a VPIA with

- a deep appreciation for, and ability to articulate eloquently, Haverford's academic and social missions, history, and aspirations as demonstrated by its curriculum and programs;
- a desire to play a meaningful role in the life of the College and its extended community and share in the commitment to providing excellent liberal arts education opportunities;
- the professional credibility, intellectual depth, maturity, wisdom, humor, and collaborative skills needed to garner the trust and confidence of the president, Senior Staff, faculty, Board of Managers, students, alumni, donors, and other key stakeholders;
- the aptitude to plan, execute, and successfully close a significant campaign in an institution of higher education, while simultaneously envisioning and preparing for the institution's long-term goals and funding needs;
- a significant track record of successfully soliciting and closing principal and major individual gifts;
- the confidence and knowledge required to advance and defend ideas and programs in an environment that respects analytical rigor and demands collaboration and consensus;
- a love of intellectual exchange, lively dialogue, and a personal interest in and curiosity about a broad spectrum of academic inquiry and research;
- a history of successfully managing and leading a team, and a leadership style that brings out the best in staff and yields pride, ownership, and a sense of team effort;
- superlative interpersonal skills with a demonstrated ability to work well with people at all levels of an organization and an authentic respect for each individual;

- a creative approach to problem-solving, and ability to thoughtfully leverage data in decision-making;
- excellent communication skills, both written and verbal; and
- and honesty, integrity, enthusiasm, perspective and a strong work ethic, supported by commitment and follow-through.

A bachelor's degree is required for this position as is at least ten years of experience as an executive in institutional advancement or a similar role that offers advanced relationship management skills and the opportunity to support the mission and vision of a liberal arts college towards achievement of its philanthropic goals.

### REPORTING RELATIONSHIPS

The VPIA will report to the President, Wendy Raymond, and will serve as a member of the president's Senior Staff, setting priorities and strategies for college-wide objectives within and outside of Institutional Advancement. The VPIA will work closely with the Board of Managers and its External Affairs Committee, faculty, and staff, using their time and talents efficiently and appropriately to lead an excellent Institutional Advancement program. The VPIA will oversee 35 staff across alumni and parent relations, development, and advancement services and will have five direct reports: assistant vice president for institutional advancement, assistant vice president of individual giving, director of academic resources and foundation relations, director of alumni and parent relations, executive assistant to the vice president for institutional advancement, and assistant vice president for college communications (dotted line).

### LOCATION

Haverford College is located in Haverford, Pennsylvania, eight miles from downtown Philadelphia. The campus consists of 200 acres of award-winning architecture and landscaping, more than 50 academic, athletic and residential buildings, and a nationally recognized arboretum with 400 species of trees and shrubs, a 3.5-acre Duck Pond, gardens and wooded areas. During COVID-19, the College has successfully welcomed students back to campus by instituting campus health and safety requirements, including reducing the overall number of people on campus to meet physical distancing requirements. Staff who can perform the majority of their essential functions while working remotely will continue to do so until restrictions are eased.

### APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be no more than two pages in length and responsive to Haverford College's commitments to liberal arts education, excellence, concern for individual growth, and diversity, equity, inclusion, and antiracism.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

*To apply for this position, visit:*

[Vice President for Institutional Advancement, Haverford College.](#)

*To nominate a candidate, please contact Don Hasseltine:*

[donhasseltine@aspenleadershipgroup.com.](mailto:donhasseltine@aspenleadershipgroup.com)

*All inquiries will be held in confidence.*