

Position and Candidate Specification

BRYN MAWR

President Leadership Opportunity



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“I have known many graduates of Bryn Mawr. They have all accepted the same bright challenge: something is lost that has not been found, something's at stake that has not been won, something is started that has not been finished, something is dimly felt that has not been fully realized. They carry the distinguishing mark – the incredible vigor, the subtlety of mind, the warmth of spirit, the aspiration, the fidelity to past and to present...”

— E.B. White

Bryn Mawr College, a flourishing, diverse educational community dedicated to the highest academic standards, seeks a new President. The College is in a position of strength and well-poised for a leader with the requisite ambition to help reach its aspirations to become an even more vibrant living and learning community. The Bryn Mawr community is unique: academically inspired, civically engaged, and always deeply committed. Mawrters are bold thinkers, changemakers, and passionate learners. They ask hard questions, synthesize ideas across disciplines, and are committed to creating positive impact in their lives and chosen fields. The next President will meaningfully connect with, courageously lead, and inspire this extraordinary constellation of individuals.

Since its founding in 1885, the College has maintained its character as a small residential community that fosters close working relationships between faculty and students. Its distinctive academic model unites a superb liberal arts college with distinguished graduate schools. Part of the Seven Sisters network of women's colleges, Bryn Mawr was the first women's college to offer a Ph.D. education in the U.S. Since 1931, graduate enrollment has been co-educational and today embraces inclusivity as one of its core values. In both the undergraduate and graduate experiences, Bryn Mawr seeks to foster a thirst for knowledge, open inquiry, multiple perspectives, community engagement, and curricular innovation.

Situated on 135 acres of rolling hills, Bryn Mawr's campus of pioneering American Collegiate Gothic architecture and natural beauty is widely considered one of the most beautiful in the country. Its location, 11 miles west of Philadelphia, offers tremendous research, cultural and social opportunities that enhance the Bryn Mawr experience for students, faculty, and staff. Bryn Mawr's deep cooperative relationship with nearby Haverford College enlarges academic and social opportunities for the community. The active ties to Swarthmore College and the University of Pennsylvania, as well as the proximity of the city of Philadelphia, further extend the opportunities available at, and the appeal of, Bryn Mawr.

BRYN MAWR'S NEXT PRESIDENT

The next President will bring vision and leadership to a college with a history of academic excellence, a commitment to feminist leadership, and an unwavering focus on producing students who are deeply engaged in understanding the complex world around them and advocating for the creation of a better one. This individual will model a passion for learning, intellectual curiosity, and delight in opportunities to engage meaningfully with students, faculty, staff, and alums. With strategic acumen and commitment to the highest standards of academic achievement and civic engagement, the President will help further develop a clear vision for the identity and mission of the College in its next chapter.

Bryn Mawr's commitment to inclusion is foundational to realizing its values of excellence and equity. With the Campus Partnership for Equity and Anti-Racism (CPEAR) and the broader Bryn Mawr community, the President

will bring a demonstrated track record of advancing racial justice, access, and equity to realize Bryn Mawr's current commitments and future aspirations. Promoting an atmosphere supportive of students' individualism and welcoming diversity of thought, the President will endeavor to build an ever-stronger sense of an inclusive community where everyone can thrive.

The College seeks a candidate with strong executive leadership experience to steward the College's significant resources and to sustain the commitment to preserving and nurturing a sense of community, combined with a genuine appreciation for and commitment to Bryn Mawr's system of shared governance, and the courage to engage in challenging conversations and make difficult decisions.

Specific priorities for the next President include:

- Elevating excellence and innovation at Bryn Mawr by partnering with faculty to advance a mutual commitment to distinguished teaching, research, and interdisciplinary collaboration.
- Preserving and promoting the importance of a liberal arts education, articulating Bryn Mawr's strengths clearly and compellingly to fortify the College's reputation and position as one of the most respected liberal arts colleges in the country.
- Enhancing a strong sense of belonging in a vibrant learning environment by offering energy, authenticity, and passion to a community that values connection, engagement, and collaboration.
- Fundraising successfully and effectively advocating for the advancement of Bryn Mawr's strategic priorities with current and potential donors.
- Honoring a deep-seated commitment to shared governance and navigating the relationships between a wide range of different constituencies by communicating effectively and listening exceptionally well.
- Stewarding and judiciously managing the significant financial resources of the College, expanding access to the educational opportunities for which Bryn Mawr is well-known.
- Sustaining a commitment to graduate programs, ensuring that graduate programs and research and undergraduate education are mutually additive to the academic enterprise and student experience.
- Inspiring, developing, and retaining a highly talented senior leadership team while also modernizing structures and ways of working.

In addition, the President will demonstrate the energy and joy required to lead an institution that serves curious and passionate students, a remarkably talented faculty and staff, and deeply devoted alums. The next President will be an inspirational leader to the entire Bryn Mawr community, navigating the College's mission as the understanding of gender identity and expression continues to move beyond the binary. The President will embrace the opportunity to raise Bryn Mawr's visibility far and wide and spotlight the incredible achievements taking place on its idyllic campus and in the world.

Academic Excellence for Lives of Leadership & Purpose

Bryn Mawr was founded in 1885 with an ambitious vision: To create a college for women offering rigorous academic programs that were then available only to men at a few elite institutions. From the beginning, this new college would include both undergraduate and graduate programs to allow women to pursue doctoral degrees and to become scholars who would in turn expand academic opportunity for other women.

Today, Bryn Mawr's undergraduate mission is to educate and empower intellectually engaged, reflective, and ethical women leaders. In taking an inclusive approach to fulfilling this mission, one that reflects the College's identity as an institution that values diversity as essential to its excellence, Bryn Mawr recognizes that gender is fluid, and that traditional notions of gender identity and expression can be limiting. The College acknowledges gender complexity as an opportunity for learning, and for asking how to be the best women's college possible. It recognizes that students may express new gender identities while at Bryn Mawr and beyond. Bryn Mawr's women-centered focus is not intended to exclude any members of this special community, although it is a fundamental part of its undergraduate mission.

With a commitment to students inside and outside of the classroom, Bryn Mawr seeks to foster serious intellectual exploration for its graduates to pursue lives of purpose. Today, Bryn Mawr enrolls 1,740 students, including 1,403 full-time undergraduates and 333 students in the two graduate schools. Undergraduates choose from [among 37 majors](#), or may create an independent major. They choose from 800 courses each year and take advantage of [A.B./ M.A. opportunities](#) in several academic departments on campus, as well as a variety of dual-degree programs with the University of Pennsylvania, Boston University, and others. [The Graduate School of Arts and Sciences](#) (GSAS) offers both M.A. and Ph.D. degrees, and the [Graduate School of Social Work and Social Research](#) (GSSWSR) enrolls students pursuing the M.S.S. and the Ph.D., along with the option of an M.S.S./M.P.H. joint degree with Thomas Jefferson University in Philadelphia.

Every student is a member of the Bryn Mawr College Self-Government Association (SGA), a model of governance in which every student is empowered to make change. When SGA was formed in 1892, the College became the first to give students responsibility for both enforcing rules of behavior for themselves and for deciding what those rules should be. It was considered a radical experiment at the time and remains a distinctive part of the Bryn Mawr experience today. Students adhere to the Honor Code which helps students shape ethical commitment inside and outside the classroom. The Honor Code is described by many alums as a lifelong touchstone for professional and personal integrity.

Bryn Mawr's educational foundation prepares students for successful endeavors during and after college. Within one year of graduation, 96% of undergraduate students are employed or engaged in graduate study, fellowships, or other professional opportunities. Indeed, Bryn Mawr was a top producer of Fulbright Scholars for 2022-23, and in the past three years, students have been awarded two Goldwater Scholarships in STEM, eight Boren Fellowships, five Watson Fellowships, a first-time Gaither Fellowship, six Gilman Scholarships, and a Critical Language Scholarship. [Outside the classroom](#), students engage in over 100 clubs and organizations,

compete on 12 NCAA Division III athletic teams, celebrate the arts, and participate in traditions that bond generations.

The College has created an innovative model that understands student health and well-being as a complex combination of self-care and community engagement, as evidenced through the new Student Life and Wellness Building, funded by the campaign and opened in spring 2022. Housing the [Health and Wellness Center](#), the [Impact Center for Community, Equity, and Understanding](#), and the [Career & Civic Engagement Center](#) under one roof, the Student Life and Wellness Building has fostered programmatic synergies and facilitated robust, organized and informal student community building.

A differentiator for Bryn Mawr is the extended and dynamic intellectual community provided through a longstanding [bi-college consortium](#) relationship with Haverford College located one mile away. The consortium fosters a robust exchange where in Spring 2023, 40% of Bryn Mawr students took at least one class at Haverford, and 47% of Haverford students cross-registered at Bryn Mawr. There are [partner relationships](#) with Swarthmore College and the University of Pennsylvania, where students can expand their educational and social experience by enrolling in classes on those campuses.

The 27,000 alums identify themselves as lifelong learners, pursuing lives of purpose in all fields of endeavor. Bryn Mawr graduates include Emily Balch 1889, who received the Nobel Peace Prize in 1946; Ume Tsuda 1894, founder of the first women's college in Japan; Enid Cook 1931, a distinguished microbiologist and the first African American graduate of Bryn Mawr; seven recipients of MacArthur Fellowships; the first women presidents of the University of Chicago and Harvard University; recipients of Pulitzer Prizes; members of the National Academies of Science; one of Forbes Magazine's ten most powerful women in the world; and many leaders in business, government, and nonprofit organizations.

The Faculty: Scholars, Teachers, Collaborators, Mentors

Bryn Mawr faculty members are global leaders in their respective fields as well as teachers dedicated to cultivating an intellectually stimulating and joyful learning environment for students. Undergraduate and graduate students are taught by 205 faculty, 163 full-time and 42 part-time. The academic and administrative units have 545 non-faculty staff. Faculty are prolific in their research endeavors, with Bryn Mawr ranking #3 among liberal arts colleges for research expenditures and #2 in research by [Washington Monthly](#) magazine in 2023. Bryn Mawr manages an award portfolio of more than 40 active grants on average with a current total value in excess of \$10 million. Average externally sponsored grant expenditures for research and scholarship are \$1.5 million per year.

Funded originally by a grant from The Andrew W. Mellon Foundation and now supported jointly by Bryn Mawr and Haverford Colleges, The Teaching and Learning Institute (TLI) provides forums for the exploration of classroom practice and continued development of faculty. The TLI embraces a unique partnership model of faculty and student academic development.

A Complex History & The Commitment to Diversity, Equity & Inclusion

The founding of Bryn Mawr was the will of Joseph W. Taylor, a physician who sought to establish a college "for the advanced education of females." The College's mission was to offer women rigorous intellectual training and the chance to do original research, opportunities mostly only available to men. Bryn Mawr would go on to break new ground repeatedly. The College offered undergraduate and graduate degrees from the outset and was the

first women’s college to offer the Ph.D. and the first institution in the U.S. to offer fellowships for graduate study to women. The college established undergraduate and graduate programs that were widely viewed as models of academic excellence in both the humanities and the sciences, programs that elevated standards for higher education nationwide. Bryn Mawr’s first dean and second president became an influential national advocate for women’s advancement while embracing tenets of the eugenics movement. Like many other institutions, the College continues to actively grapple with a complex legacy and the harm that resulted. More about the College’s history and work to advance equity and inclusion can be found [here](#).

Bryn Mawr intentionally seeks to sustain a community diverse in nature and democratic in practice. The College’s [mission statement](#), adopted by the Board of Trustees and college leadership in 2019, states that “equity and inclusion serve as the engine for excellence and innovation. A commitment to racial justice and equity across all aspects of diversity propels our students, faculty, and staff to reflect upon and work to build fair, open, and welcoming institutional structures, values, and culture.” Bryn Mawr is actively working to enhance the diversity of employees, trustees, and student population. The majority of the faculty (66%) and staff (70%) identify as female. Those who identify as people of color comprise 27% of the faculty, 25% of the staff, 32% of the student body, and 43% of the Board of Trustees. In recent years, the College sharpened its focus on diversity, equity, inclusion, and anti-racism and a full list of the College’s recent commitments can be found [here](#).

Stewarding a Sound, Sustainable Future

Bryn Mawr has its own investment team and boasts a strong financial foundation and positive operating results in each of the last 10 fiscal years. This financial performance has enabled significant investment in facilities and annual reinvestment to maintain the iconic campus. Bryn Mawr’s financial strength is reflected in a strong balance sheet: As of May 31, 2023, the College has cash and investments of over \$1.3 billion, \$1.1 billion of which represents the College’s endowment. The annual operating budget is approximately \$130 million.

Endowment growth and operating performance are both strengthened by the generosity of donors to the college. The recent *Defy Expectations* fundraising campaign, concluded in May 2021, raised \$301 million, the most successful campaign in the College’s history. The campaign added \$60 million to the endowment for financial aid and scholarships, enabling the creation of 100 new endowed scholarships and fellowships and the funding of more than 1,000 summer internships for Bryn Mawr students.

While the last 10 years have seen robust improvement to the campus, the College has simultaneously maintained and accelerated its commitment to [sustainability](#). As of 2022, the college achieved a 55% net reduction in measurable emissions from carbon sources since 2008, and is well on its way to achieving carbon neutrality by 2035.

For more information about Bryn Mawr College, please visit <https://www.brynmawr.edu/>.

THE SEARCH PROCESS

Bryn Mawr College has retained Spencer Stuart and welcomes nominations or expressions of interest. If you wish to submit your application materials or nominate someone to serve as the next President, please send an email message with supporting materials to: BrynMawrPresident@spencerstuart.com.

Bryn Mawr College is an equal opportunity employer. Applications are considered without regard to race, color, religion, national or ethnic origin, sex, sexual orientation, age, or disability.