Chief Diversity Officer

Haverford College seeks an experienced diversity, equity, and inclusion professional to fulfill the role of Chief Diversity Officer. Reporting to the president, this critical member of the Senior Staff will oversee all strategic work related to diversity, equity, inclusion, and antiracism and lead the College in its collective effort to create and sustain a residential liberal arts college that advances individual and community sense of belonging.

The new CDO will be the College’s first continuing officer in this new senior position following a three-year developmental period, during which the chief diversity officer role was filled by four predecessors, including, first, the president of the College from 2019 to 2020, and then the provost and an assistant dean of the College, who served as co-CDOs for the second half of the 2020-21 academic year. For the 2021-22 academic year, a full-time Interim CDO is helping to prepare the community for its first continuing CDO, in part by developing the administrative foundation for the Office of Institutional Diversity, Equity, and Access to be led by the CDO.

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 collaborative creation of an inspiring strategic plan (to be finalized in December 2022) that will undergird our next capital campaign, leading Haverford into its 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 diversity, equity, inclusion, and antiracism, and strategic approach to change 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, faculty, staff colleagues, students, Board of Managers, alumni, and in Philadelphia and the region. 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
LAND ACKNOWLEDGMENT

We at Haverford College recognize that we live and work on Lenape land and pay respect and honor to the caretakers of this land, from the time of its first human inhabitants until now, and into the future. We seek to maintain and build upon our current and ever-evolving connections with members of Lenape tribes and communities, in recognition of our intertwined histories and with a goal of moving toward right relationship between the Haverford of today and Lenape peoples.

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 the vibrant city of Philadelphia. Haverford is widely 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 academic fields. Most classes are taught seminar-style with an emphasis on discussion. The College’s faculty consists of more than 160 outstanding scholars. The absence of graduate students allows the faculty to focus on undergraduate education and mentorship, with professors across fields often working side-by-side with students on high-level research projects. Haverford's 1,400+ 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 percent identify as people of color, 40 percent are domestic students of color, and more than 25 percent speak a language other than English at home.

Haverford is committed not only to improving access for first-generation and low-income students, but also meets the full demonstrated financial need of all admitted students. Fifty percent of students receive some form of financial aid and more than 47 percent 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. To best attract and support students from a variety of socioeconomic backgrounds, the College partners with a number of community-based organizations.

Haverford’s extraordinary liberal arts curriculum is complemented by myriad opportunities for co-curricular learning. Students are supported out of the classroom, developing knowledge, skills, and critical thinking abilities that prepare them for ethical engagement and lives of meaning. Students serve on College committees, manage sizable programming budgets, operate more than 140 clubs and organizations, and play on 23 NCAA DIII varsity and numerous intramural sports teams.
DIVERSITY, EQUITY, INCLUSION, AND ANTIRACISM

Haverford College is committed to integrating diversity, equity, and inclusion efforts in ways that constructively transform the campus culture and align with the College’s commitment to antiracism. Haverfordians understand that the work of establishing sustainable structures, practices, and norms—so as to foster more cohesive, interconnected, and inclusive environments—does not solely rest upon the shoulders of the next CDO. The Haverford community is committed to and strongly desires to partner with the CDO in the infusion of this work into every facet of the institution.

In February 2021, Haverford launched a new campus-wide initiative: “THRIVE: Truth, Healing, Resiliency, Inclusion, and Equity”. Designed to build upon campus conversations about racial equity initiated by student activism, developed through collaborative work across the campus, and made possible through a $500,000 gift from a member of Haverford’s Class of 1966, THRIVE is a leading example of Haverford’s long-term investment in sustainable change. It includes workshops and webinars as a means for members of the Haverford community to better understand one another and ourselves. THRIVE, modeled on the W. K. Kellogg Foundation’s Truth, Racial Healing, and Transformation Program, is envisioned as a multi-year project that is firm in its commitment to change through constructive engagement.

Haverford’s Board of Managers reflects and models this commitment. It has charged a recently formed standing committee (the Diversity, Equity, Inclusion, and Antiracism Committee) with supervising the College’s strategy and performance in the areas of diversity, equity, inclusion, and antiracism, and guiding the Board’s own capacities and engagement in these critical areas. In January 2020, the Board also chartered the Antiracism Accountability and Advancement Group, which includes community members as well as external experts, independently reviews and verifies progress in racial equity goals and commitments, and provides assistance in accelerating this work.

CHALLENGES AND OPPORTUNITIES

The CDO 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 and 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 CDO 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, faculty, staff, alumni, and friends.

In fall of 2019, an extensive survey inquired across all student experiences, yielding a robust response rate of over 70 percent. The results pointed to the need for Haverford to more urgently focus on student thriving for all and signaled real work ahead for College leadership to heal divides and create a more inclusive campus for marginalized communities. Student activism, including an Open Letter in June 2020 from the members of Black Students Refusing Further Inaction and a student strike led by the Women of Color House, Black Student League, and other students propelled the College to take a number of actions, including the immediate appointment of co-CDOs.
In 2021-22, a one-year interim CDO has led the Senior Staff in establishing divisional DEI goals, established an office structure, secured human and financial resources, and begun the process of organizing the College’s efforts under the newly formed Office of Institutional Diversity, Equity, and Access. This work reflects Haverford’s dedication to racial justice and antiracist action and sets up a solid foundation for the future CDO to build upon. Haverford welcomes applications from candidates who share the College’s values and enthusiasm for this important work.

The ideal candidate will possess:

- A clear understanding of DEI issues confronting higher education and creative ideas about how to organize faculty, staff, and students in ways to establish a more equitable and inclusive learning community, workplace, and residential environment
- Experience leading and defining data-informed strategies that help advance high-level conversations, programs, and actions in diversity, equity, inclusion, and change toward antiracism.
- A track record of successfully facilitating collaboration and engaging stakeholders in diverse institutional contexts defined by disparate and healthy forms of philosophical and operational misalignment, disagreement, and/or conflict.
- An understanding of DEI best practices across a variety of fields, and experience effectively applying technical and specialized knowledge in practice.
- The ability to define and instill data design into the College’s strategic plan as it relates to diversity, equity, and inclusion.
- The capacity to challenge assumptions, overcome obstacles as they emerge, and motivate others to take action in order to achieve DEI goals.
- An inclusive leadership style, a pronounced commitment to collaboration, and an ability to effectively facilitate organizational change in an institution largely defined by shared governance norms and values.

The primary purposes of the role are to:

- Engage with faculty, students, staff, alumni, families, and members of the Board of Managers to establish and maintain priorities, programs, and initiatives that provide a clearly defined roadmap to equitable and inclusive policies, structures, and practices across the College.
- Develop DEI leadership capacity across the College, including by providing clarifying guidance about the form and function of a range of potential DEI efforts.
- Serve as an ambassador for campus-wide DEI initiatives, promoting alignment to the College’s strategic priorities.
- Help facilitate best-practice methods of recruiting, engaging, and retaining a diverse workforce.
- Work with all stakeholders to integrate evaluation and assessment into the College’s day-to-day and newly proposed DEI practices.
- Collaborate with thought-partners across campus to devise a process by which the College thoroughly and swiftly responds to incidents of identity-based harm. The College intends to place particular focus on restorative and transformative practices as part of this process and protocol.
- Serve as a strategic advisor to the president and Senior Staff colleagues to advance division-specific DEI goals.
Typical duties include:

**Strategy**
- Lead the College’s effort to design and implement pertinent strategic initiatives that foster a sustainable culture and practice of antiracism, equity, diversity, and inclusion.
- Provide strategic direction for training initiatives on cultural competency, gender differences, disability, sexual harassment, building a climate of equity and inclusion, and other topics designed to increase awareness and support of our values and maintain compliance with applicable laws in collaboration with College stakeholders.
- When and where appropriate, lead/co-lead College-wide committees and working groups.
- Conduct a regular campus climate survey, analyze results, and recommend specific actions.

**Engagement**
- Partner with campus leaders, faculty, students, staff, and internal and external constituencies to ensure that programming supports the College’s values and strategic goals.
- Promote the College’s commitment to a climate of diversity, equity, and inclusion through interaction with the entire community.
- Collaborate with leaders across the College to create, implement, and monitor programs designed to ensure fair and equitable treatment of students, faculty, and staff.
- Along with the Office of Human Resources, plan, guide, and advise the president and senior colleagues on diversity, equity, inclusion, and affirmative action matters.
- Guide the work of department staff. Hire, evaluate, train, and manage staff. Manage the divisional budget, including developing budget proposals, justifying expenses, and monitoring accounts.

**Compliance and Assessment**
- Provide analysis of legislation and regulations related to equity, affirmative action, and Title IX and make recommendations to senior leadership on College policy and practice. Ensure investigatory process, notification, reporting, and documentation complies with Federal regulations and statutes.
- In consultation with the Office of Human Resources, consult on employee-related EEO and Title IX matters.
- As appropriate and in collaboration with other critical stakeholders, serve as a liaison between the College and enforcement agencies.
- Assess and monitor program effectiveness and keep the community informed of equal opportunity progress and issues through periodic reports.

For best consideration, please send all nominations and applications to: HaverfordCDO@storbecksearch.com. Applications should include a résumé and a letter of interest.

Shelly Weiss Storbeck, Global Education Practice Leader and Managing Director
DeMethra LaSha Bradley, Managing Associate
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Haverford College is an Equal Opportunity/Affirmative Action employer committed to diversity, equity, inclusion, social justice, and providing equal opportunities and access to all individuals regardless of race, ethnicity, religion, gender identity, sexual orientation, national origin or ancestry, age, marital status, disability, or veteran status. Women, non-binary and transgender individuals, people of color, Indigenous people, and those with other or multiple historically marginalized and/or underrepresented identities are especially encouraged to apply. Haverford College and our consortial partners are located on Lenape lands.

Studies have shown that women and people of color may be less likely to apply for jobs unless they meet every one of the qualifications listed. We are most interested in finding the best candidate for the job. We would encourage all interested individuals to apply, even if they do not meet every one of our listed criteria. If you are unsure whether you meet the qualifications for this position, please feel free to contact Storbeck Search to discuss your interest in the role.