

MOUNT HOLYOKE

President
Mount Holyoke College
South Hadley, Massachusetts

Go where no one else will go; do what no one else will do. – Mary Lyon

Mount Holyoke College (MHC), a highly selective liberal arts college in the heart of the Connecticut River Valley, seeks an uncommon leader to become its 20th president. Since its founding in 1837, Mount Holyoke has built a powerful legacy of preparing students to become ambitious changemakers. From groundbreaking medical researchers, tech entrepreneurs, and social justice champions, to U.S. presidential cabinet members and Pulitzer Prize-winning playwrights, Mount Holyoke graduates live lives of consequence, purpose, and engagement. Today, as a women’s college that is gender diverse, the institution remains committed to equipping students with the tools to thrive and lead in a global, pluralistic, and changing world. The first and oldest of the Seven Sister colleges, Mount Holyoke offers a transformative undergraduate experience grounded in liberal learning and it stands strong in its long-held conviction that gender ought never be a barrier for achievement and impact. As founder Mary Lyon asserted, “This institution is a great intellectual and moral machine, and if you jump in, you may ride very fast.”

The next president of Mount Holyoke College will inherit a bold and extraordinary institution poised for its next chapter, ever committed to its founding impulse and ready to push itself in new ways to respond to a world marked by uncertainty and also great possibility. This moment calls for a refreshed, clear, and forward-looking vision. The next president will guide the campus in realizing this vision; elevate MHC’s profile and visibility; advance its commitment to diversity, equity, and inclusion; fortify the student experience; nurture a campus-wide culture of trust, clarity, and transparency; steward the College’s financial resources and extend fundraising success; and guide renewal of the academic program to ensure close alignment with the College’s vision, identity, and resources.

The College expects to select its new president in early 2023, with the successful candidate assuming the role by July 1, 2023. Mount Holyoke College has retained the national executive search firm Isaacson, Miller to assist in this important recruitment. Please direct all inquiries and applications as indicated at the end of this document.

ABOUT MOUNT HOLYOKE

In 1837, educator and chemist Mary Lyon founded Mount Holyoke Female Seminary with the vision of educating young women and equipping them to contribute more fully to society’s greater good. Prevailing thought held that women were constitutionally unfit for the demands of higher education; Lyon set out

to prove otherwise. Upon its opening, Mount Holyoke was the first embodiment of two major innovations in women's education: rigorous academic entrance requirements and a demanding curriculum free of instruction in the domestic arts. In addition, the institution was endowed, ensuring access to higher learning for future generations of women, including those with limited financial means.

Today, Mount Holyoke provides an intellectually adventurous education grounded in the liberal arts and sciences. Its distinguished faculty and the excellence of its academic program are recognized internationally. The College draws students from all backgrounds into an exceptionally diverse and inclusive learning community.

Mount Holyoke enrolls 2,200 undergraduate students and 122 graduate students; 247 faculty and 647 staff are at the center of the work. Mount Holyoke offers a bachelor of arts degree across 48 departmental and interdepartmental majors and three graduate programs, as well as several professional institutes and pathways. It is part of the Five College Consortium, standing alongside Amherst, Hampshire, and Smith Colleges, and the University of Massachusetts Amherst. The Five College Consortium extends Mount Holyoke's resources and reach, granting students access to a combined total of 7,000 courses and a community of 31,000 students, all within a six-mile radius and connected by bus.

The College's 700+-acre campus, designed by Frederick Law Olmsted shortly after Mount Holyoke received its charter as a college, is broadly considered one of the most beautiful in the nation. Campus amenities are extensive, with a 116,000-square-foot state-of-the-art Science Center, a botanic garden and greenhouse, one of the country's oldest collegiate art museums, an expanded community center that introduced centralized dining in 2018, the Fimbel Maker & Innovation Lab, a Japanese Teahouse and meditation garden, three miles of trails, the grand Williston Memorial Library, and Kendall Sports & Dance Complex.

The enduring legacy of Mount Holyoke, the impact of its alums, and its influence within the academy and in the world are widely admired. The College is regularly recognized as among the best for the quality of its faculty and undergraduate teaching and its exceptionally international community. It is perennially a top producer of Fulbright scholars and of women who complete doctoral study in the sciences.

Mount Holyoke is acknowledged as a leader in diversity, equity, and inclusion (DEI). Access and social justice are among its core legacy values. The multi-constituent DEI Steering Committee, established in 2016, was a driver of progress. In 2017, a learning conference, *Building On Our Momentum*, convened staff, faculty, and students to forge a collective vision for DEI at MHC. This conference is now an annual occurrence; no classes are held on the day, and participants include faculty, students, staff, trustees, and alums. The establishment of an Office of Diversity, Equity, and Inclusion in 2018 and creation of a cabinet-level leadership role was a critical step in operationalizing the vision and integrating DEI values across the enterprise. In summer 2020, the Board of Trustees made an explicit leadership commitment to build an anti-racist institution, and in collaboration with administrative leadership, an [anti-racism action plan](#) was developed and adopted.

Academic Program

Mount Holyoke is known for its distinguished faculty. The provost and dean of faculty provides academic leadership, and there are 35 academic departments and programs within the College's three divisions, humanities, science and mathematics, and social sciences. Department chairs report to the provost. The

College's three scholarly centers, the Miller Worley Center for the Environment, the McCulloch Center for Global Initiatives, and the Weissman Center for Leadership, as well as the Mount Holyoke College Art Museum, are also a part of the Academic Affairs division and offer research, study abroad, experiential, and community-based learning opportunities. Mount Holyoke recently completed a search for a new provost and is excited to welcome Dr. Lisa Sullivan from Harvey Mudd College; she began her tenure in August.

The education Mount Holyoke provides is exceptional both in its intellectual richness and its rigor. The imagination and creativity of the College's ambitious faculty, students, and staff enrich the experience. Students routinely express appreciation and delight at the opportunities to spread their intellectual wings, to study across multiple disciplines, and to collaborate with first-rate faculty in serious research and entrepreneurial invention. Teacher-scholars across the humanities, social sciences, and STEM engage students deeply in classrooms, labs, archives, and in the field. Funded research collaborations and co-authorships are commonplace.

Mount Holyoke's 247 faculty are best-in-class: celebrated scholars, active researchers, and gifted teachers who choose Mount Holyoke because they seek immersion in undergraduate teaching. They are the lifeblood of the institution's academic core, setting the tone for MHC's intellectual culture of concentrated curiosity, rigorous investigation, and intensive dialogue. Approximately 60 percent identify as women and 31 percent as people of color.

The College's faculty are frequent recipients of prestigious fellowships and highly competitive grant funding. Markers of achievement include early career National Science Foundation (NSF) awards, the National Book Award, the Pulitzer Prize, several Guggenheim and Carnegie Fellowships, multiple Fulbrights, and [many more faculty accomplishments](#). Funders of faculty research include the NSF, National Endowment for the Humanities, National Institutes of Health, New England Foundation for the Arts, and numerous private philanthropic sources.

Mount Holyoke's rigorous liberal arts curriculum is anchored by distribution requirements, designed to introduce students to a broad swath of disciplinary perspectives and methods while allowing flexibility in designing one's course of study. More than a dozen of the College's 48 majors are interdisciplinary, with 29 percent of current students pursuing majors in the humanities; 37 percent in the social sciences; 33 percent focusing in science and mathematics; and one percent self-designed interdisciplinary majors. Students also have access to 17 Five College certificate programs, in areas such as biomathematical sciences and ethnomusicology.

The College has a striking legacy of achievement in its science and mathematics teaching and research. Among all baccalaureate colleges in the U.S. over the past 50 years, Mount Holyoke launched the greatest number of women who go on to earn doctorates in the life sciences; and MHC earns the number two spot for science and engineering overall. More than one-third of Mount Holyoke's students graduate with a STEM degree. MHC plays an outsized role in the drive toward gender and racial equity in STEM and is ranked among the best colleges in the nation for underrepresented students in STEM. Undergirded by an interdisciplinary liberal arts program, a rigorous STEM education bolsters alum success in these fields.

In recent years, the College has invested in curriculum-to-career initiatives including the Nexus concentration, which provides a way for students to gain interdisciplinary expertise in a variety of subject areas. Elementary and secondary-level teacher licensure can also be obtained. The campus's Career

Development Center has strengthened its programming and connections with employers and the alum network over the past decade, establishing a signature program called The Lynk, a universal application process and advising system whereby every undergraduate is eligible for at least \$3,000 in internship funding.

Professional and graduate-level programs with a focus on educators were formally introduced in 2012 and have expanded over time. The master of arts in teaching is available through on-campus and hybrid instruction, and with concentrations for English language learners, teaching mathematics, special education, and teacher leadership, among others. Professional development institutes for educators are also offered. These programs are open to students of all genders.

The College is accredited by the New England Association of Schools and Colleges, Inc. (NEASC), through its New England Commission of Higher Education (NECHE). Mount Holyoke was initially accredited in 1929 and has been continuously accredited since; it is presently accredited at both the bachelor's and master's levels. The College's last comprehensive review took place in 2017. Formal continuation in accreditation was approved by NEASC in spring 2018; an interim report was submitted in summer 2022.

Students and Student Life

Mount Holyoke's student body is extraordinarily diverse, both domestically and internationally. Twenty-five percent identify as domestic students of color, 21 percent are Pell Grant recipients, 19 percent are first generation college students, 3 percent are transfer students, and 3 percent are non-traditional college age Frances Perkins scholars. Many other social identities, personal histories, and life experiences enrich the campus community. There is a vibrant community of students who identify as LGBTQ+ and who have gender identities beyond the gender binary. Mount Holyoke students come from 50 states and U.S. territories and 61 countries. The campus is a global microcosm; Mount Holyoke is home to one of the largest international student bodies among its peers, with fully 25 percent hailing from outside the U.S.

Particularly powerful bonds are forged within the student body thanks to a host of unique [traditions](#) which are cherished by students and alums: convocation, nightly M&Cs (Milk and Cookies), Mountain Day, Big/Little program, rotating class colors and symbols, and Laurel Parade among them. Performing arts are central to the campus culture, with symphony, glee club, a cappella groups, theater program, improv troupe, a first-rate Five College dance program, and others performing regularly for their peers. There are more than 100 student organizations and clubs representing students' interests and identities. Community and cultural centers are an anchor for various student groups on campus and are an important dimension of the College's investments in equity and inclusion. Mount Holyoke is also home to 248 student athletes who play for the College's 12 Division III intercollegiate varsity sports teams and six club teams. College leaders are alert to supporting students holistically, paying careful attention to their physical and mental well-being, as well as scholastic success. The campus collectively sustains a culture of learning that is far more concerned with the pursuit of truth and understanding than with academic competition; it is far more focused on growing, making, and doing than on comparing GPAs.

The student experience that Mount Holyoke College offers today is more fully and explicitly inclusive than ever before. In contrast with most women's colleges, MHC's undergraduate admission is open to cisgender women, transgender women, non-binary students, and transgender men. While trans students have been an active and accepted part of the Mount Holyoke student body for years, the institution set itself apart in 2014 by being the first of the original Seven Sisters to explicitly invite transgender

prospective students to apply. This forward-looking admissions policy has evolved alongside social conceptions of gender and was recently updated to clearly include those who identify as non-binary.

Staff

Mount Holyoke's staff are the institution's backbone, dedicated to supporting the overall mission of the College and the success, safety, and belonging of all students. There are 647 staff members, 73 employed part-time and 574 full-time. Of these, 67 percent of staff identify as women; 32 percent identify as men; 2 percent identify as non-binary. The staff community is deeply connected to the College, with many members having served for decades; the cadre includes generations of Mount Holyoke alums and parents.

Alums

Graduates leaving the gates of Mount Holyoke College aim to follow Mary Lyon's credo, *Go where no one else will go; do what no one else will do*. There are over 39,000 living Mount Holyoke alums, 3,800 of whom reside outside the United States. Alums are distinguished by their ability to lead in a complex, pluralistic world. The alum network is powerful in its devotion and generosity to the College, and in service to prospective and current students and recent graduates. The College currently benefits from the efforts of more than 2,000 active volunteers and on average 30 percent of alums make philanthropic gifts to the College annually.

The Alumnae Association of Mount Holyoke College is the formal body managing alum affairs. Uncommon within higher education, the Association is an entity independent of the College itself, with historical reason; it was established at a time when women were not permitted to be college trustees, creating opportunities for volunteer leadership that were otherwise closed to them based on gender. The work of the Association includes providing diverse programs, expertise, and resources to foster lifelong learning and empower alums to connect with each other and the College. The Association received a \$1.4 million annual budget allocation from the College for FY23. A new executive director has recently been named, and she assumes her role in September.

Location

South Hadley is nestled in the heart of the Connecticut River Valley, a bucolic and picturesque New England landscape speckled with vibrant college towns. The nearby towns of Northampton and Amherst are home to the other four schools in the Five College Consortium. MHC lies 90 miles west of Boston and 175 miles north of New York City; the cities of Springfield and Hartford, Connecticut are also nearby. South Hadley exudes a peaceful charm, and the towns of Amherst and Northampton also bustle with shops, bookstores, and restaurants; students and visitors find a wide variety of cultural events, lectures, and art museums and galleries in the area.

Finances and Governance

The College has adopted an annual operating budget for FY23 of \$154.7 million; in FY22 it was \$146.4 million. Mount Holyoke's finances are strong and the administration has consistently delivered balanced budgets in recent years. The CIO-managed endowment sits at just over \$1 billion. See the full set of FY21 [audited financials here](#).

The Board of Trustees comprises 29 individuals at present, with the capacity for 34, and 11 standing committees. Board composition is delineated within the bylaws, specifying inclusion of the president of

the College, the president of the Alumnae Association, and recent graduate trustees. Trustees serve five-year terms with a limit of two terms.

Shared governance is highly valued at Mount Holyoke and is realized through the Faculty Conference Committee, among many active committees with charges that are critical to the success of the College. Students and staff also play important leadership roles in policymaking for the College. The Student Government Association and Staff Council are strong and engaged and have representatives on most College committees.

Enrollment and Financial Aid

Mount Holyoke draws its student body from nearly every state, with large representation from California, New York City, and New England. In this year's entering class, over half of the incoming students were in the top 10 percent of their high school class. Selectivity has risen in recent years with the admission rate dropping from about 50 percent to under 40 percent for the class of 2026.

The College has an outstanding commitment to educational access and a robust financial aid program. Significant funds in 2020 – 2021 were raised to support financial aid, and this continues to be a high philanthropic priority. In its admissions practice, MHC is need-aware, but meets the full demonstrated need of every admitted student who applies for aid. In fiscal year 2022, 66 percent of the College's students received need-based aid, with the average financial aid package totaling \$47,607, and an average need-based grant award of \$42,773. A total of \$64 million in institutional grant and scholarship aid was awarded, including \$56 million in need-based grants and \$8 million in merit scholarships. The discount rate hovers around 50 percent.

LEADERSHIP TRANSITION

Dr. Sonya Stephens arrived at Mount Holyoke in 2013 as vice president for academic affairs and dean of faculty, and was appointed acting president in 2016. In 2018, the Board voted unanimously to appoint acting president Stephens as the College's 19th president.

Over the course of Stephens's nine years in leadership, MHC made tremendous strides. The College achieved six consecutive years of balanced budgets, the endowment nearly doubled, and investment management was brought in-house. The College has received record numbers of prospective student applications and has become more selective. Resources dedicated to financial aid grew significantly and philanthropic giving has reached new heights. The campus's first DEI division was established and the College's Anti-Racism Plan of Action was launched.

With Stephens's departure to become president of the American University of Paris, the Board of Trustees appointed Dr. Beverly Daniel Tatum to serve as Mount Holyoke College's interim president for the 2022-2023 academic year. Dr. Tatum is president emerita of Spelman College; she served as Mount Holyoke's acting president in 2002, was dean of the College from 1998–2002, and was on the faculty in the Psychology and Education department from 1989–2002. Her 13 years leading Spelman were marked by innovation and growth, and her visionary leadership was recognized in 2013 with the Carnegie Academic Leadership Award. Tatum is a distinguished and influential commentator on the topics of racial identity development, the impact of race in the classroom, strategies for creating inclusive campus environments, and higher education leadership.

THE CURRENT MOMENT

The next president of Mount Holyoke will inherit an institution that stands at a key juncture in its history, an institution that is in strong financial health, one that has boldly taken on a larger role in dismantling gender barriers, and is filled with brilliant, hardworking, ambitious, and magnanimous people ready to reach new heights.

As the world continues to grapple with the effects of the pandemic, Mount Holyoke distills the lessons of the past two years. In the immediate response to COVID-19, the College made difficult but necessary choices, including a temporary but significant budget decrease, and reductions in staffing. The faculty pivoted to a flexible immersive teaching model, deploying their fullest effort and resources to support the global student population, dispersed across many different time zones. The College established a Student Safety Net Fund, an Employee Emergency Fund, a Flexible and Adaptive Work pilot for staff, and secured federal stimulus funding. Robust public health and safety protocols enabled the College to reopen fully in fall 2021.

Mount Holyoke's current strategic plan, [The Plan for Mount Holyoke 2023](#), though slowed by the pandemic, has yielded major improvements: the centralization of dining and construction of the Dining Commons, the creation of the Fimbel Lab, addressing deferred maintenance, and controlling the discount rate among them. The institution is currently engaged in setting the stage for the next strategic plan, having retained the Art & Science Group to complete institutional assessments through field research, with multiple focused studies, intended to elevate key themes, trends, and recommendations. The 20th president will lead the completion of the plan and will guide the community in making the critical choices and investments that will move the College forward.

THE ROLE OF THE PRESIDENT

Reporting to the Board of Trustees, the president serves as chief executive of the College and, together with the Board, is responsible for its success. The president's senior team includes the provost and dean of faculty; vice president for finance and administration and chief financial officer; vice president for student life and dean of students; vice president for enrollment management; vice president for equity and inclusion; vice president for college relations; vice president for student success and dean of the College; executive director of library, information, and technology services and chief information officer; chief of staff and secretary of the College; and associate vice president for human resources.

OPPORTUNITIES AND CHALLENGES

Working closely with all the College's stakeholders, the 20th president of the College will address the following opportunities and challenges:

Develop a clear vision for Mount Holyoke and chart the path forward

Essential to Mount Holyoke's next chapter is the adoption of a clear and decisive vision for the future. With new leadership, the College community is ready to embrace a bold vision and strategy and is willing to commit to the priorities and make the trade-offs necessary to realize this vision.

As the world, and student and family expectations, continue to shift, Mount Holyoke must respond and adapt. Technology will continue to change the nature of higher education teaching in many disciplines. Concern about the career-readiness of students educated in the liberal arts will continue to mount, and demographic shifts will shape the composition of matriculating students and make enrollment targets

challenging. Mount Holyoke's public profile and positioning will have to be sharpened; what remains ineffable must be made legible. The greatness of the Mount Holyoke experience needs to be better articulated, resourced, and elevated.

In leading the creation of the vision for the future, the next president must bring the campus community together and along. The interests and aptitudes of the students, staff, faculty, and alums are broad and varied. This intellectual diversity is impressive, and the College's willingness to foster its potential has, over time, resulted in the addition of many new initiatives and programs. At this juncture, further accretion is impractical; rather, sustainable priorities must be set and resources aligned.

In addition to charting a course for the near term, there are major ongoing undertakings that require close attention. There are large capital projects in the planning phase, including \$120 million of deferred maintenance in the historic and exquisite, but aging, campus. In 2018, the Board of Trustees endorsed the goal of making the campus carbon-neutral by the College's bicentennial in 2037; it has since become clear that the total cost of achieving this important ambition is several times higher than previously estimated. Incisive discernment and resolute decision-making will be among the most consequential capabilities of the next president of the College.

The future holds enormous promise. The College's academic excellence and intellectual intensity provide a solid foundation for the future. And boldness is in Mount Holyoke's origin and in its bones. By the time of the College's 200th birthday, the current generation imagines a place that has mustered all of its considerable creative energy to position itself boldly for the next era, a place that has taken audacious risks and seen them pay off, while holding its high standards and its original purpose close. This is the central opportunity for the College's 20th president.

Elevate the profile and visibility of the College

Without losing touch with the College's culture of humility, the next president will elevate Mount Holyoke's reputation in the world, further fueling the well-placed optimism of the College community. Mount Holyoke boasts nearly 200 years of leadership and distinction in the residential liberal arts landscape. It is a beacon of access and achievement for a diverse student body, including those who are marginalized based on gender. The story must be told, heard, and understood, on campus in South Hadley and around the world.

The priorities that will emerge as essential planks of the next strategic plan will sharpen Mount Holyoke's sense of self and identity in a marketplace that is increasingly competitive for students, faculty, and resources. They will provide central themes for a president who is a gifted communicator and full-throated champion, as well as for all members of the community who collectively spread the word.

Fortify the student experience and advance the College's commitment to diversity, equity, and inclusion

The potent sense of community engendered at Mount Holyoke is vital for the institution's success. It is an essential ingredient in the transformative experience of its students. Leadership, faculty, staff, alums, and students alike are clear: the diversity of Mount Holyoke's people is an enormously powerful element of its identity, and the continuing effort to build and sustain a culture of inclusion, belonging, and equity on campus is critical to fortify the bedrock of the College.

The College recognizes that there remain significant barriers to realizing a fully just, equitable, and inclusive campus. As understandings of identity, difference, privilege, and systemic inequity evolve, so too

must the College's work to address it. As Mount Holyoke becomes more gender diverse, community support and education will continue to be essential. The vision that underlies this evolution must be further refined and made more explicit, and a collective sense of ownership must be established throughout all parts of the Mount Holyoke community. Policies such as the chosen name policy and the land acknowledgement policy raise expectations and establish accountability. Tireless work to remove systemic barriers is necessary to ensure that everyone has the best opportunity to excel and thrive. This must be top of mind for the next president, as well as bringing great curiosity and care to the work and prioritizing action.

Build a culture of trust, clarity, and transparency

In facing considerable headwinds, the College requires a leader with tremendous strategic acumen and strength of conviction. It also requires a person who engages deeply and connects personally with faculty, staff, students, and alums, someone who can be counted on to listen genuinely, decide carefully, and respond appropriately to unavoidable disappointment.

Even in the best of times, sustaining trust and transparency can be a challenge on a college campus. Expertise is everywhere, lines of authority are often blurry, and opinions are fiercely held and defended. On every campus, pandemic exhaustion and isolation magnify disagreements and disputes, nerves are frayed, and collegial bonds are strained. At Mount Holyoke, the new president must attend closely to the culture of the campus and must invest personal and organizational energy in earning and maintaining the confidence of the College community.

Steward the College's resources and extend fundraising success

In the past year, alums and friends gave more than \$50 million to support College priorities. Donors have stepped up their support throughout the pandemic, including fundraising targeted to financial aid and the College's community center. Combining FY21 and FY22, Mount Holyoke achieved the highest-ever 24-month totals for endowment giving and overall gift revenue.

Prudent stewardship has kept pace with fundraising. Investment management is now handled by an in-house Chief Investment Officer; this new arrangement ensures that investments are managed wisely, that the growth of the endowment is optimized, and that investments are continually evaluated in terms of yields, risk management, and alignment with the College's values.

The next president must sustain momentum and broaden the base of philanthropic support. With an endowment of more than \$1 billion, Mount Holyoke is among the wealthiest private liberal arts colleges in the country. However, commitments to access and to excellence, as well as the capital necessary to maintain the oldest of the Seven Sister campuses, present significant financial demands. The president will devote substantial time and energy to telling the Mount Holyoke story, persuasively and persistently, to donors old and new, working intensively with the College's excellent advancement team and collaborating closely with the Alumnae Association. The College is prepared to launch major fundraising initiatives under the leadership of the 20th president.

Align the academic program with the College's vision, market, and resources

Serious and tangible efforts to streamline the curriculum and academic programs are overdue at Mount Holyoke. This is hard and important work and is unfinished business on many liberal arts college campuses. Accreditation teams have encouraged the College to pare its major offerings, and numerous

stakeholders within the campus community have dedicated significant time to study and discuss this topic. The next president will help shape the important choices that will ensure the College meets the needs of current and future generations of students, reduces burdens on faculty, and concentrates finite resources on an ambitious but achievable set of academic priorities.

Addressing curricular change is primarily the domain of the faculty and the provost, and the president will have a highly effective and distinguished partner in this endeavor. Lisa Sullivan, the College's recently appointed provost, spent 30 years of her career at Harvey Mudd College where she was a leader in the collaborative efforts of the Claremont Colleges Consortium. The challenge and the opportunity that curricular renewal presents are of paramount importance in the next chapter of the College's story, and the next president must be prepared to contribute leadership, creativity, and strategic understanding to the effort.

QUALIFICATIONS AND EXPERIENCE

In its next president, Mount Holyoke seeks a leader with significant stature in their chosen field, extensive executive experience, and superb communication skills; a person who has already demonstrated the excellent judgment required to take calculated risks, and the creativity and courage to make bold moves. The new president will be a transparent, inspiring leader who is passionate about Mount Holyoke's mission, compelled by its history, and inspired by the possibilities that lie ahead.

While no one candidate will embody them all, the successful candidate will possess many of these professional qualifications and personal qualities and values:

- Commitment to the mission and values of Mount Holyoke College; the ability to communicate its purpose and impact across a variety of audiences;
- Evidence of leadership and management success in higher education or an institution of similar scope, complexity, and intellectual demands;
- A naturally consultative disposition, disciplined and perceptive enough to recognize when it is time to decide, and the willingness to do so;
- A clear-eyed strategic mind; a record of designing and executing high-level strategic shifts or pivots of consequence; success in aligning resources and priorities, when resources are limited and opportunities are boundless;
- A core commitment to anti-racism and a record of advancing diversity, equity, and inclusion;
- A heart-felt appreciation for the College's identity as a women's college that is gender diverse, uncommon discernment and sensibility about issues of gender and gender justice, and a fierce commitment to inclusion for every member of the campus's student body;
- Passion and penchant for fundraising; readiness to tackle high philanthropic ambitions;
- Experience building, deploying, developing, and retaining a team of talented leaders;
- Understanding of the higher education landscape and the challenges facing small private residential liberal arts institutions in particular, including insight into marketing strategies and business models, in the context of enrollment;
- Emotional intelligence, warmth, and wit;
- Endurance, tenacity, agility; and
- Experience working with a Board of Trustees or other institutional governing body.

TO EXPRESS INTEREST

Mount Holyoke College has retained the national executive search firm Isaacson, Miller to assist in this search. Inquiries, nominations, and applications can be sent electronically, in confidence, to the following:

Lisa Savereid, Partner
Keight Tucker Kennedy, Partner
Chloe Kanas, Managing Associate
Christina Errico, Senior Search Coordinator
www.imsearch.com/8605

Mount Holyoke College is committed to enriching the educational experience it offers through the diversity of its faculty, administration, and staff members. Mount Holyoke seeks to recruit and support a broadly diverse team who will contribute to the college's excellence, diversity of viewpoints and experiences, and relevance in a global society. In furtherance of institutional excellence, the College encourages applications from individuals from underrepresented groups, including faculty, staff, and administration of color, diverse gender identities, first generation college students and individuals who have followed non-traditional pathways to college, and individuals with a demonstrated leadership commitment to including diverse backgrounds and perspectives.

Mount Holyoke College is an Equal Opportunity Employer.