This is an exciting time to commence the search for the next president of Washington & Jefferson College. It also presents unparalleled opportunities for continued growth and transformation for all members of the College community. Building on the exceptional work of retiring president Dr. Tori Haring-Smith, Washington & Jefferson College offers its 13th president a distinctive and rich educational history, nationally-recognized academic programs led by outstanding faculty, a strong financial position, a beautiful campus, a talented and committed community, and a close connection to one of the most dynamic cities in the country. Washington & Jefferson College’s sound institutional foundation, coupled with its impressive momentum, sets forth an outstanding leadership opportunity.
**Mission Statement**
“The mission of Washington & Jefferson College (W&J) is to graduate people of uncommon integrity, competence, and maturity who are effective lifelong learners and responsible citizens, and who are prepared to contribute substantially to the world in which they live.

To this end, the College promotes the development of skills, knowledge, personal qualities, and a worldview that characterizes a well-educated person. All components of the living and learning environment at W&J are designed and intended to support this mission.”

**Strategic Plan and Goals**
W&J’s current strategic plan was drafted in 2012. It defines the following strategies and goals, which are still guiding principles:

I. Establish W&J as leading the way in defining a liberal arts college for the 21st century
II. Promote and develop excellence in teaching, scholarship, and creative work
III. Increase the diversity of the learning environment
IV. Enhance the visibility of W&J locally, nationally, and internationally
V. Expand W&J’s reach beyond traditional audiences to diversify revenue sources and support the College’s core enterprise
VI. Engage local communities
VII. Secure W&J’s financial future

**VISION STATEMENT**
“Washington & Jefferson College will be recognized nationally as a highly selective, residential, student-centered liberal arts college with an exceptional record of producing future leaders, whose graduates are prepared for a breadth of life opportunities and professional success. Toward that end, W&J will assert its place as Pittsburgh’s premiere liberal arts institution, a role it has played for more than 230 years. More broadly, it will also be known as a robust community of engaged and intellectually curious faculty, staff, and students.”

**“BE A PRESIDENT”**
“Be a President” is a recently-launched branding campaign, which has won widespread acclaim as well as the keen interest of prospective W&J students.

“We call our students and alumni ‘Presidents’ because they routinely demonstrate the qualities that a president must possess: humility, curiosity, leadership, character, and integrity.”

See [www.washjeff.edu/be-a-president-student-stories](http://www.washjeff.edu/be-a-president-student-stories) for inspiring stories of Presidents in action and the difference they are making in the world.

“We own our experiences”
Washington & Jefferson College: An Introduction

Washington & Jefferson College is the 11th oldest college and one of the most venerable institutions in the nation. Founded in 1781 by a group of pioneering Presbyterian ministers, the College is located in Washington, Pennsylvania, just 30 miles south of Pittsburgh, and provides undergraduates with a top-ranked four-year, co-educational liberal arts education.

W&J aspires to graduate students with a life-long passion for learning, compassion for others, and the ability to translate academic study and personal concern into effective leadership and action in their communities and the world. Ranked as one of the nation’s top liberal arts colleges, W&J graduates have gone on to become leaders in every industry for more than two centuries. W&J’s distinct combination of renowned faculty, state-of-the-art facilities, individual attention, and abundant opportunities for research, internships, and study abroad in a liberal arts setting provides students with the ultimate preparation to achieve their goals and realize their dreams.

The College holds firm to its belief that this traditional education is essential to the success of its students and the nation. A liberal arts education prepares people for work but also for life. It develops the intellect and the soul. Historically, W&J has been a place for risk-takers, innovators, creative thinkers, and hard workers who have been engaged in struggles like carving out a new life on the frontier or fashioning new ways of being and thinking. Many graduates are of the first generation in their families to attend college. W&J has always graduated men and women of uncommon integrity; the liberal arts experience at the institution enables students to crack through the shell of conformity to emerge as individuals capable of making significant contributions to their communities. Each student’s intellect is developed to its potential, and each student leaves the College with a set of tools that enables her or him to continue to grow and develop as a productive member of the world community.


“We explore beyond boundaries”
A Brief History

Founded on what was then the American frontier, the College began as two separate institutions. Between 1781 and 1787, three Presbyterian ministers established schools in Washington County. The three clergymen-schoolmasters, the Rev. John McMillan, the Rev. Thaddeus Dodd, and the Rev. Joseph Smith, became leaders in a movement to establish a single academy with more adequate facilities than they possessed individually. In September 1787, a charter was granted for an academy to be situated in Washington, the county seat of Washington County, Pennsylvania, and on April 10, 1789, Washington Academy opened. A few years later, a move to establish a school in nearby Canonsburg resulted in a charter being issued in 1794 for “The Canonsburg Academy and Library Company.” In January 1802, this school was chartered by the Pennsylvania legislature as Jefferson College. Four years later, Washington Academy received its charter as Washington College. The two schools operated separately until financial concerns dictated a merger in the 1860s. Both colleges experienced inadequate financial resources and a decline in enrollment as a result of the Civil War. In March 1865, the Pennsylvania legislature granted a charter for a united college, which was reorganized as Washington & Jefferson College in 1869. The Trustees voted to locate the College in Washington.

For more than 100 years, the College purposely remained an all-male liberal arts college. In 1969, the College authorized granting undergraduate degrees to women and inaugurated a new curriculum and calendar. The first undergraduate women students were admitted in September 1970.

Now in its third century, the College continues to expand educational opportunities while adhering to long-established principles. The College remains well known for its pre-health and pre-law curricula as well as majors in chemistry, biology, economics, education, and history.

Alumni

Washington & Jefferson College has approximately 11,000 living alumni. For more than 200 years, W&J’s distinguished alumni have been influencing change in business, politics, and the arts and sciences as CEOs, lawyers, state representatives, doctors, researchers, writers and teachers, and in many other equally worthy professions. Notable alumni include Dr. Dennis Slamon, Chief of the Division of Hematology-Oncology at UCLA; Richard Clark, former CEO of Merck; Lyn Dyster, Co-Founder of KINEX Pharmaceuticals; John Reed, Retired Chair of Citicorp; Thomas Priselac, President and CEO of Cedars-Sinai Health System; Roger Goodell, Commissioner of the National Football League; Charles Marcy, former CEO of two publicly-traded consumer food products companies; Donna Hailey Grier, Vice President and Treasurer at DuPont; Reynold “Pete” Mooney, Deloitte’s Global Leader of Life Science & Healthcare; and Karen Knox Valihura, Delaware Supreme Court justice.
ACADEMICS

Washington & Jefferson College provides undergraduates with a top-ranked four-year, co-ed liberal arts education. The College boasts generations of students who can attest to the College’s effect on their lives; each would cite a different reason, and they would all be right. W&J’s liberal arts tradition and residential community create a college with endless personal possibilities. Students of uncommon integrity matter as individuals, and they are prepared for lives of consequence by the best faculty. W&J combines outstanding classroom experiences with opportunities to test knowledge in the world beyond campus.

The College offers 32 majors and 30 minors in a variety of rewarding fields. The top five majors are psychology, business, English, accounting, and economics. Students are interdisciplinary in their approach, and the W&J curriculum allows for flexibility and creativity. Twenty percent of the student body pursues double majors during their time at the College.

GRADUATE PROGRAMS

In 2015-16, W&J also expanded its academic offerings to include four graduate programs. The programs cover a range of topics in areas that are curricular strengths for the College and are designed to boost the skill sets of working professionals in the fields of healthcare, professional writing, accounting, and bereavement studies. The four new graduate programs are:

I. Applied Healthcare Economics
II. Professional Accounting
III. Professional Writing
IV. Thanatology

SPECIALIZED NON-DEGREE PROGRAMS

W&J also offers a number of specialized non-degree programs, such as the English Language Institute (ELI), a bridge program for students who are preparing to study at the College or other universities in the United States at the undergraduate or graduate level. Students of the ELI are engaged in a rigorous, intensive English-for-academic-purposes curriculum.
Off-Campus Study

Off-campus study plays an important role in a W&J education, with 40 percent of students participating in programs ranging from three-week Intersession trips to semester-long study. Washington & Jefferson College offers nearly 40 approved off-campus programs for students in all majors.

The Magellan Project

Entering its 10th year, the Magellan Project is a defining curricular element at W&J. It provides students with the support and funding necessary to pursue their own self-designed summer research projects. These projects take them to points as close to home as Pittsburgh and as far away as Cyprus. The Magellan Project makes it possible for students to pursue whatever they can dream of doing, wherever they can dream of going. Examples of past Magellan Projects include studying Holocaust sites in Europe, researching at the Pasteur Institute in Paris, assessing worker safety in Pittsburgh, and managing operations at the Cal Ripken Baseball Experience in South Carolina. Since its inception, 415 students have developed unique research endeavors through the Magellan Project, and nearly a million dollars of support have been awarded to worthy projects.

The Washington Fellows Program

The Washington Fellows Program is a selective program for exceptional students who want to challenge themselves in distinctive ways during their years at the College. Washington Fellows have unique opportunities to interact with distinguished faculty and alumni, visiting lecturers and dignitaries, the W&J president, senior administration, and the Board of Trustees. Their efforts culminate in a series of “Tom Talks” (modeled on “TED Talks”). Fellows compete to have the chance to deliver “Tom Talks” to the broader campus community.

“We engage with the world”
**The Faculty**

Washington & Jefferson College’s commitment to academic excellence and intellectual rigor is best exemplified in its faculty – more than 150 women and men who are the College’s most valuable resource. Nearly 98 percent of tenured and tenure-track faculty members hold doctoral degrees or other terminal degrees appropriate to their disciplines. Faculty members engage in vital professional lives that encompass scholarship and research, but they are at W&J because they are dedicated first and foremost to teaching. Students consistently cite their professors as their chief academic inspirations and laud them for the personal attention and commitment they demonstrate.

Faculty have a strong voice in the governance of the College, including determining the academic curriculum and assessing the impact of that curriculum on W&J’s graduates through faculty legislation, serving on various standing and ad hoc committees, and leading departments, divisions, and programs.

**RECENT FACULTY ACHIEVEMENTS**

- In 2014, Dr. Anupama Sharmuganathan, assistant professor of biology, and Dr. Anne McGrain, biology program coordinator, were awarded funding by the Exxon Mobil Bernard Harris Foundation to host a two-week residential summer science camp for underserved and underrepresented middle school students. Washington & Jefferson College was the only small college to receive this funding.
- Dr. Robert East, associate professor and director of the environmental studies program, and Dr. Zheya Gai, professor of political science and director of international studies, are working as co-investigators on a Luce Initiative on Asian Studies and the Environment (LIASE) Exploratory Grant. In June 2016, they traveled to China with a group of students to conduct collaborative projects with students and faculty at partner schools in China.
- Dr. Elizabeth Bennett, professor of psychology, and Dr. Michael Crabtree, professor of psychology, served as co-principal investigators for the Combat Stress Intervention Program, a Department of Defense grant addressing the mental health needs of veterans from National Guard and Reserves returning to rural Southwestern PA.
- Dr. Robbie Iuliucci, professor of chemistry, was principal investigator for a RUI NSF Chemistry award, “Measuring and Modeling the Chemical Shift Anisotropy in Materials.” Using Nuclear Magnetic Resonance (NMR) spectroscopy, Dr. Iuliucci’s work to elucidate molecular structure has implications for pharmaceutical and energy research and has resulted in publications in journals such as *Crystal Growth and Design*, *Solid State Nuclear Magnetic Resonance*, the *Journal of Chemical Education*, and the *Journal of Chemical Physics*.
- Dr. Charles Hannon, professor of computer and information systems, gave two talks, “Gender and Status in VoiceUser Interfaces” and “lxDo as Service to the Community” at the Interaction 16 Conference, Helsinki, Finland, in March 2016. Interaction 16 is the premier international conference for interactive design.
- Professor Kyle Simpson, assistant professor of music, is finishing production and mastering of his first full-length original jazz album entitled “Something In Between.”
- Dr. Gregg Osborne, chair and associate professor of philosophy, presented “Bennett’s Porcelain Pig and the Empirical Unity of Time” at the 12th International Kant Congress, University of Vienna, Austria, September 2015.
- Professor William Cameron, professor of communication arts, had his play, *Cease to Exist*, performed by a cast of W&J students in March 2014 under the direction of Dr. Karin Marsh (associate professor, communication arts). An original play about Patricia Krenwinkel, convicted murderer and former member of the Manson Family, *Cease to Exist* was also chosen for inclusion in the Kennedy Center’s American College Theatre Festival Region II Conference in Cleveland in January 2015. The play was presented in a staged reading with six W&J students, again under the direction of Dr. Marsh.

**Accreditations**

The College is fully accredited by the Middle States Commission on Higher Education (MSCHE). The Chemistry Department offers an American Chemical Society approved major, and the College’s Teacher Certification Program is accredited by the Pennsylvania Department of Education. MSCHE authorized Washington & Jefferson College to allow certificate and graduate programs in 2013-2014 and commended the College in the last two reports. The next Self-Study Review will be during the 2018-2019 academic year.
Washington & Jefferson College

Students

Washington & Jefferson College students are an impressive group – strong academically, diverse in their interests and backgrounds, engaged in campus life and the world, and open to new ideas and challenges. They bring a wealth of talents and passions to the College, in realms ranging from the arts, to social and political issues, to athletics. Moreover, as Presidents, they feel free to defy specialization and define themselves broadly. W&J students tend to embrace many identities – science majors, for example, spend long hours in the lab but may also perform with musical groups, do volunteer work, or play on a varsity team.

Student Life Overview

At W&J, students are provided abundant opportunities to participate in social, extracurricular, and cultural activities. Additionally, the offices and departments within Student Life coordinate a variety of services, programs, and events to help W&J students adjust to campus life, get involved on campus and in local communities, learn about themselves and others, and begin to explore careers and prepare for life after college.

Students participate in more than 80 organizations focused on the arts, culture, faith, academic fields, hobbies, and community engagement. Activities range from the Camerata Singers, a chamber ensemble that recently performed at Carnegie Hall, to Produce to People, a monthly produce donation event for the county food bank. Students devote more than 30,000 hours annually to community service to the region.

In addition to the Office of Student Activities, Involvement, and Leadership, students benefit from the programming and the counseling offered by the Career Services Office, the Office of Community Engagement, the College Chaplain, the Office of Diversity Programs and Multicultural Affairs, the Office of International Student Services, Residential Life, the Office of Events and Planning, and the Student Health and Counseling Services Center.

Accepted Student Profile

- Students graduating in top 10 of high school class: 34 percent
- Mid-50 percent SAT/ACT: 1070-1250/23-29 (Critical Reading and Math Sections Only)
- Average GPA (unweighted): 3.39

Financial Aid Information

- Amount of scholarships and financial aid awarded annually: $42 million
- Students receiving some type of financial aid: 99 percent
- Annual average financial aid package for 2016 enrolled freshmen: $36,340

Retention

- The College has an 86 percent freshman to sophomore retention rate and a 79 percent six-year graduation rate.
ATHLETICS
Athletics play an important role in the life of students. The athletics department totals 56 staff: 19 full-time coaches, nine full-time administrative staff, 10 intern coaches, and 18 part-time/volunteer coaches.

More than half of Washington & Jefferson College students participate in varsity, club, or intramural sports, and 37 percent of students are varsity athletes. W&J is a member of the NCAA Division III Presidents’ Athletic Conference. Twenty-four varsity sports are currently offered, including basketball, cross country, golf, lacrosse, soccer, swimming & diving, tennis, track & field, and water polo. The sports that are unique to men are baseball, football, and wrestling. The sports that are unique to women are field hockey, softball, and volleyball. The College is also in the following conferences: Empire 8 Conference (field hockey), Ohio River Lacrosse Conference (women’s and men’s lacrosse), and Collegiate Water Polo Association (women’s and men’s water polo).

W&J’s athletic teams have won 122 conference championships throughout the College’s history. The College also boasts 48 CoSIDA Academic All-Americans, including a recent successful stretch of 19 talented honorees since 2007. Kaitlyn Orstein ’08 (Swimming) and Nick Carr ’16 (Wrestling) have captured NCAA Division III national championships in the last decade. Orstein won eight national titles overall, was a 14-time NCAA All-American, and produced 25 Presidents’ Athletic Conference crowns.

The Club and Intramural Sports program at W&J provides students, faculty, and staff with the opportunity to participate in a variety of competitive leagues, tournaments, and special events throughout the school year. W&J offers 10 club teams and organizations that are open to all current students. A number of club teams compete in various leagues and take part in competitions in the tri-state area, while others are purely recreational.

FRATERNITY & SORORITY LIFE
Washington & Jefferson College is home to 10 Greek Letter organizations, and 38 percent of students are members. The six fraternities that are recognized on campus are Alpha Tau Omega, Beta Theta Pi, Delta Tau Delta, Phi Delta Theta, Phi Gamma Delta (FIJI), and Phi Kappa Psi. The four National Panhellenic Conference sororities recognized at W&J are Delta Gamma, Kappa Alpha Theta, Kappa Kappa Gamma and Pi Beta Phi. W&J boasts two alpha male chapters. All the Greek organizations reside on campus in the College-owned Chestnut Street housing. The Greek community at W&J is based on four standards that fraternities and sororities everywhere strive to achieve: academic excellence, leadership, service to the community, and friendship for life.

NEW ATHLETIC BRAND
Debuted July 6, 2016
The Campus and Facilities
Nestled in a residential neighborhood in the center of Washington, Pennsylvania, the College has a blend of historic and modern facilities, with more than 55 buildings on a 65-acre campus. All facilities are within easy walking distance of each other. The picturesque campus has its own arboretum and is a designated “Tree City” zone. The College is actively purchasing Victorian homes and properties on the perimeter of campus to give added flexibility for growth. In addition to the College’s recreational, residential, and academic buildings located in Washington, it maintains a 54-acre biological field station.

Some campus highlights:

• The Swanson Science Center, which is LEED Gold-certified, opened in 2010 and is dedicated to the physical sciences, including physics and chemistry, offering wet and dry laboratories, research and classroom space, and break-out spaces.
• The Technology Center opened in 2004 and was an $18 million project. The state-of-the-art facility provides students and faculty computing and technological resources such as 200 computer workstations, a Global Learning Unit, “smart” classrooms, and seminar rooms. The campus itself is fully wired, with multiple hotspots throughout.
• Old Main is an iconic building containing classrooms, faculty offices, and the College Chapel. Its twin towers, built in 1865, commemorate the successful union of two independent colleges, Washington College and Jefferson College.
• The James David Ross Family Recreation Center, a new recreation facility of 30,000 square feet that will serve the entire Washington & Jefferson College campus community, is due to open in October 2016. The project is being designed in three phases and will total $35 million.
• Ross Memorial Park is one of the top small-college baseball stadiums in the nation and has served as the host of the 2015 and 2016 NCAA Division III Mideast Baseball Regional. The College’s selection as one of eight host sites in the country was a significant honor.
• McMillan Hall is the third oldest actively used building on any U.S. campus and dates back to 1793.
• The new Swanson Tennis Center opened in 2015 with a fully-lit tennis facility, which is among the finest in Division III competition.
• The U. Grant Miller Library is about to undergo a $5 million renovation and houses an open collection that includes more than 200,000 items in print, microfilm, and audio and video formats.
• The film industry has found a welcome home in the Pittsburgh region, and the College has benefitted from that environment. A few television shows and films have been set on campus, including the recent Netflix series Mindhunter, Roommates, Gone Girl, and The Dark Half, in which students and faculty served as extras.

“We practice the liberal arts”
LOCATION

Thirty minutes from the Pittsburgh International Airport, Washington & Jefferson College draws students from all 50 states and across the globe. Students have the opportunity to experience college life in the small town of Washington, Pennsylvania, but can readily access Pittsburgh – one of the most vibrant and livable cities in the United States.

WASHINGTON, PENNSYLVANIA

Washington’s population of 13,663 is a blend of residents who have been in the region for generations and more recent residents who find the city to be a great place within easy commuting distance of Pittsburgh. W&J enjoys a productive “town-gown” relationship, and Mayor Scott Putnam is a regular visitor to campus. There is an ever-deepening partnership between the College and the city.

The city is rich in history and culture. For example, it boasts the LeMoyne House, both the location of Pennsylvania’s first national historic landmark of the Underground Railroad and a museum featuring period artifacts. It also serves as the headquarters for the Washington County Historical Society. Bradford House was built in 1788 and was the original residence of David Bradford, a successful lawyer, businessman, and Deputy Attorney General of Washington County. Bradford was involved in the Whiskey Rebellion, which began in the Washington area.

The city not only features beautiful scenery, spacious park areas, and new playgrounds, but it is also the home of the Pony League World Series. There is a longstanding and bustling weekly farmers’ market on Main Street, which was enhanced in May 2016 with a lovely pavilion.

Of special note, Washington is within the region of the Marcellus Formation. This massive shale outcrop contains largely untapped natural gas reserves. Its proximity to the high-demand markets along the East Coast makes it an attractive target for energy development and export.

PITTSBURGH, PENNSYLVANIA

Just 30 miles north of campus, Pittsburgh offers W&J students, faculty, and staff all of the opportunities of a major metropolitan area. Pittsburgh has long been cited as an exemplar of urban transformation. It has converted its manufacturing-based profile into a diversified economy that features financial services, technology, and distribution offerings. A mix of Fortune 50, 500, and 1000 companies – Alcoa, BNY Mellon, Bayer, Consol Energy, Dick’s Sporting Goods, Federated Investors, H.J. Heinz, Koppers, PNC Financial Services, PPG Industries, and U.S. Steel among them – call the city home. Pittsburgh also lays claim to superlative education and healthcare centers and has a well-earned reputation as a mecca for “eds and meds.” Leading hospital networks such as the Allegheny Health Network (AHN) and the University of Pittsburgh Medical Centers (UPMC) as well as a host of more than two dozen colleges and universities are situated in the region.

In 2014, The Economist again named Pittsburgh the most livable city in the contiguous United States. MSN Money cited Pittsburgh’s stable housing market, influx of technology companies such as Google, “up-and-coming” neighborhoods, startup culture, and role in the oil industry as some of the many factors that made it one of the 15 “hottest” American cities for 2015.

World-class museums, orchestras, theatre, and dance troupes add to the richness of the region’s offerings. Pittsburgh is also recognized as a “sports hub” because of its successful professional franchises including the NFL’s Steelers, MLB’s Pirates, and the NHL’s 2016 Stanley Cup Champion Penguins. Pittsburgh is currently ranked number five on USA Today’s “The 10 Best American Riverfronts” list and has set a global standard for best practices in riverfront development and utilization. Pittsburgh’s food scene was rated #1 by Zagat in 2015 and has been cited by The New York Times and The Washington Post as a “foodie destination.”

Lastly, Pittsburgh has become a destination city for young professionals. The Travel Channel recently identified Pittsburgh as “…bubbling over with young people helping to redefine the city.”

The College provides a free shuttle – the Pittsburgh Pipeline – to take students to and from Pittsburgh. All of these factors contribute to the extraordinary quality of life from which W&J’s students, faculty, staff, and alumni benefit.
Finance and Development

For the 2015-16 fiscal year, Washington & Jefferson College had an $85 million operating budget. Its endowment has reached a value of $137 million. The College’s S&P rating is an A- with a stable outlook that has been confirmed annually for several years running. Tuition, room, board, and fees are $56,612 for the 2016-17 academic year.

The current campaign, “An Uncommon Bond: The Campaign for Washington & Jefferson College,” has exceeded its goal of $100 million and is currently at $107 million. With 100 percent of Board participation, the Trustees have committed more than $25 million, and 32 percent of the College’s alumni have contributed to the campaign. It is set to conclude in 2017.

The College’s annual fundraising has exceeded $10 million for the last six years and will break $24 million this year.

Governance and Institutional Leadership

The W&J Board of Trustees comprises 38 current members – 28 term trustees and 10 alumni trustees. In addition, there are 18 emeriti trustees. The Board of Trustees provides fiduciary leadership of the College and conducts trustee business through ten committees:

- Executive Committee
- Academic Affairs Committee
- Audit & Risk Management Committee
- Development Committee
- Enrollment Committee
- Finance Committee
- Governance Committee
- Investment Committee
- Property, Buildings & Grounds Committee
- Student Life Committee

The Board of Trustees meets three times a year, and the Executive Committee meets four times a year. Exclusive of the president, the Trustees number 29 men and nine women. They are highly educated, many with terminal degrees, and represent a wide variety of professions.

W&J has a very capable senior administrative team and a notable spirit of commitment and collaboration. At present, W&J’s president’s cabinet comprises five direct reports:

- Vice President for Academic Affairs and Dean of Faculty (this role is currently held by an interim appointment)
- Vice President for Enrollment
- Vice President and Dean of Student Life
- Vice President for Development & Alumni Relations
- Vice President for Business & Finance

W&J has a long tradition of shared governance and has an elected Faculty Executive Committee. The faculty is charged with responsibility for the curriculum and has significant decision-making or advisory roles in faculty retention and promotion, faculty development, academic standards, student retention, and student affairs. Faculty nominees serve on selected Board committees.

W&J is proud of its professional staff, individuals who contribute in deep and lasting ways to the life of the College. The College employs 359 people (110 full-time faculty, 44 part-time faculty, 172 full-time staff, and 33 part-time staff) who work within an inclusive community that values their opinions and recognizes their essential role in the academic mission of the College. The graduating class recognizes outstanding faculty and staff contributions each year at commencement.
Agenda for Leadership for Washington & Jefferson College’s Next President
The next president of Washington & Jefferson College will join the institution at a time of positive momentum on all fronts. The president will have the opportunity to shape a vision for W&J that is rooted in the College’s commitment to academic excellence and to cultivate the financial resources necessary to support that vision. She or he will find a dedicated community eager to build on its strong foundation and to partner in the development of a plan that will keep W&J’s place among the finest liberal arts colleges in the nation.

W&J’s next president must be prepared by experience and temperament to work closely with the entire community to continue the College’s trajectory of excellence, to foster its unique learning atmosphere, and to lead the College to even greater academic distinction and financial growth. She or he will be expected to guide the discernment and articulation of goals that are both inspiring and achievable while building the will and spirit needed to attain them. Among the most important priorities for the next president are the following:

### Strategic Planning and Visionary Leadership
The president will provide effective and visionary leadership and serve as an inspiring voice for that vision, while preserving, indeed enhancing, the traditions and strengths of W&J. Changes in presidential leadership offer institutions a unique point in time to review, assess, and invite conversations about plans for the future. It is expected that the new president will complete a new, five-year strategic plan early in her or his tenure and one that will press for ever-increasing levels of educational quality and student outcomes.

### Financial Acumen and Enrollment Management
The president must be a strong financial manager, knowledgeable about academic business models, keenly aware of the broader higher education landscape, innovative with regard to forging new revenue streams, and capable of adjusting the business plan to maintain and improve the College’s financial security. An ongoing commitment to building the endowment through donations, strategic investment management, and disciplined spending will persevere. The Board of Trustees’ fiscal acumen will continue to provide invaluable support and counsel to the new president in the critical area of finance. The president must also have a firm understanding of enrollment management and the ever-growing challenges surrounding admissions and retention at private, residential liberal arts institutions.

### Fundraising and Building Financial Capacity
The new president will be the College’s chief fundraiser and will work with all constituencies to enrich its philanthropic culture. Growth in gift revenues will play prominently in W&J’s future, encouraged by the success of the current campaign. Whether focusing on endowment enhancement and annual alumni giving, cultivating prospects for major or planned gifts, or initiating a future campaign of significance, W&J’s next president will have a direct impact on and will spend a significant percentage of her or his time on fundraising. The new president will be expected to lead a campaign of significance during her or his tenure.

### Raising Visibility and Defining & Communicating the College’s Distinctive Qualities
With an excellent foundation on which to build, W&J is eager to have its reputation better known nationally and internationally. The president must be able to define and communicate the distinctive qualities of the College to all constituencies, ensuring that the public perception and profile of the College accords with its hopes to continue to attract students, faculty, and staff of the highest caliber. The president will communicate W&J’s aspirations in a way that inspires commitment, pride, and action. W&J’s president will also be knowledgeable about issues impacting higher education and be able to identify ways to involve the College in those dialogues in a manner that will strengthen its recognition and appeal among prospective students, parents, alumni, friends, donors, peers at other colleges and universities, government and nonprofit entities, and additional influential stakeholders.

### Community Building and Engagement
The new president will have a positive, engaging, and influential presence on campus and beyond. Her or his capacity to ask thoughtful questions, listen carefully, shape discourse, lead the campus through possible points of conflict, and foster collegiality will be of paramount importance. Supporting faculty and honoring their central and significant contributions to the College will be crucial. Modeling and encouraging transparent decision-making will also promote trust and nourish the spirit of mutual respect that is fundamental to the College’s identity. Moreover, the new president’s ability to increase collaboration and build ever-stronger relationships and partnerships within Washington County, the Pittsburgh community, the state of Pennsylvania, and the nation will be critical.
Desired Attributes for the Next President

Washington & Jefferson College’s next president will be a servant leader with experience managing a complex organization. She or he will bring a highly relational approach, outstanding communication skills, authenticity, self-confidence balanced with humility, integrity of the highest order, a strong work ethic, and a clear understanding of higher education to her or his work. While the Presidential Search Committee is eager to consider many possible pathways to the W&J presidency, candidates possessing a terminal degree will be preferred.

The Presidential Search Committee seeks candidates who will embrace the distinctive nature of W&J and inspire its faculty, students, staff, alumni, and trustees. Strong candidates will demonstrate the following skills, experience, and characteristics:

• A visible leader interacting with various constituencies by actively engaging multiple perspectives on a residential campus, celebrating successes large and small, enthusiastically participating in the W&J community, and favorably influencing the regional and national reputation of the College;
• A strong champion for the liberal arts;
• An inclusive leader with an understanding of and respect for W&J’s governance structure coupled with an abiding respect for the significant contributions of faculty;
• A proven fundraiser, experienced in building a positive culture of philanthropy, and demonstrating the ability to cultivate, solicit, and steward major gift prospects and donors;
• Student-centered and an advocate for W&J’s mission and core values;
• A strategic and visionary leader and planner with a proven ability to articulate a clear and coherent plan, implement the plan, and unify constituents behind it;
• An affirming team builder who will empower others and optimize the effectiveness of a talented and committed leadership team;
• An accomplished leader in higher education, or a comparable setting, and knowledgeable about key issues affecting private, residential liberal arts institutions nationally;
• A person of financial acumen who will lead the College in matching aspirations with finite resources and think innovatively about growth opportunities;
• Committed to prioritizing diversity and inclusion;
• Dedicated to being a good partner with the city and county of Washington and in the Greater Pittsburgh area; and
• An energetic, optimistic, resilient leader with good humor who will provide respected, long-term leadership.

The Process of Candidacy

The W&J Presidential Search Committee will begin to evaluate the applicant pool during the fall of 2016. Although applications will be welcomed until the time that a new president is selected, candidates should submit materials by September 20, 2016, to ensure fullest consideration. The new president is expected to begin work on July 1, 2017.

Applications should include a letter of candidacy that responds to the agenda for leadership and the desired attributes for a new president, a complete résumé or vita, and the names and contact information (phone and email) of five professional references, none of whom will be contacted without the formal permission of the candidate. All application materials will be considered in full confidence and should be submitted electronically to WJPresident@storbeckpimentel.com.

Ms. Julie E. Tea, partner and Ms. Julie Williams-Krishnan, senior associate at Storbeck/Pimentel & Associates, LP are assisting Washington & Jefferson College with this search. Nominators and prospective candidates are encouraged to contact them at WJPresident@storbeckpimentel.com to arrange confidential conversations.

“We think carefully”