



BARNARD

Presidential Search Prospectus 2022



About Barnard

Barnard College has been a distinguished leader in higher education for women for over 125 years. Founded in 1889, the College was the first in New York City and one of the few in the country where women could receive the same rigorous liberal arts education available to men. As one of the most selective academic institutions in the nation, Barnard is devoted to empowering young women to pursue their passions. Barnard provides a **singular combination** – offering the unmatched advantages of an outstanding residential college with intimate classes, dedication to the

advancement of women, excellence across the arts and sciences, a world-class faculty dedicated to teaching, a collaborative and thriving relationship with Columbia University, and New York City's infinite opportunities.

This is a time of historic momentum for Barnard, and we continue to build on the College's excellence through various initiatives. As a liberal arts college, Barnard is known for its long-standing focus on the humanities and, increasingly, for its STEM programs. We are finalizing plans for the Roy and Diana Vagelos Science Center, funded by the largest gift in the College's history. This project, which involves the renovation and expansion of Altschul Hall, will establish a state-of-the-art science facility for our students and faculty. The R&D Science Center will also provide science learning resources to the larger Harlem and Morningside Heights communities that Barnard is a part of. At the same time, we continue to highlight the College's eminence across the arts, humanities, and social sciences. Recent faculty hires – such as Jhumpa Lahiri '89, one of the most critically acclaimed authors of the 21st century, who joins us as the Millicent C. McIntosh Professor of English and Director of Creative Writing, and BJ Casey, a world leader in the field of developmental

neuroscience and now the College's Christina L. Williams Professor of Neuroscience – underscore Barnard's investment across the arts and sciences.

Barnard College is **accredited** by the Middle States Commission on Higher Education.

Barnard's Mission

Barnard College aims to provide the highest-quality liberal arts education to promising and high-achieving young women, offering the unparalleled advantages of an outstanding residential college in partnership with Columbia University. As a college for women, Barnard embraces its responsibility to address issues of gender in all their complexity and urgency and to help students achieve the personal strength that will enable them to meet the challenges they will encounter throughout their lives. Our commitment to diversity, equity, and inclusion is foundational to our identity, and at Barnard, we challenge our students to take risks, discover new paths, and lead the way. We champion their independence and encourage them to make history, break boundaries, and change the world.



Current Institutional Areas of Focus

STEM as a Critical Component of the Liberal Arts
Barnard is deeply committed to promoting equity and increasing the number of women in STEM fields. The College's **Year of Science** celebration in 2021-22 highlighted the contributions of faculty, students, and alumnae in solving important challenges across the scientific disciplines. Its relationship with Columbia provides accelerated **4+1 pathways to graduate degrees in engineering and in public health**. Planned renovations to Barnard's science building, Altschul Hall, will provide Barnard students and their STEM mentors with state-of-the-art facilities for research, teaching, and learning.

Health and Wellness

Barnard is dedicated to the well-being of our community – it's a central tenet of the College's mission. The forthcoming opening of the **Francine A. LeFrak Foundation Center for Well-Being**, a centralized hub for physical, mental, and financial health, will provide physical gathering space, support, and resources that allow our community to practice well-being in ways each of us finds



beneficial, whether it's a workshop on how to think about financially planning for retirement, a meditation group, or a FITbear class. With this multifaceted approach — along with the **appointment of Barnard's first Chief Health Officer**, Dr. Marina Catalozzi — the Francine A. LeFrak Foundation Center for Well-Being will be an extraordinary resource and will ensure equity of access to services across the campus community. By uniting initiatives that address the

many dimensions of student health and wellness — physical, mental, and financial — Barnard offers students holistic well-being support that propels success inside and outside the classroom.

Social Mobility and Access

Each year, Barnard seeks to enroll bold, engaged, and intellectually curious students. We are committed to enhancing a culture that welcomes a richly diverse community. We celebrate the distinctive experience, identities, and perspectives of all of our students and believe a diversity of ideas and voices enables Barnard to achieve academic excellence. From its founding, Barnard has been committed to recruiting a diverse class and providing resources to support student success at Barnard and beyond. The College created the Council on Diversity and Inclusion in 2017, the position of Vice President of **Diversity, Equity, and Inclusion** in 2019, and in 2020 launched **Access Barnard**, an umbrella organization that encompasses Opportunity Programs; First-Generation, Low-Income Initiatives; International Student Services; and Peer Mentoring. In 2019, as part of the College's initiatives to increase socioeconomic diversity, Barnard joined the American Talent Initiative, and in 2021, Barnard joined Questbridge, which connects exceptional low-income students to the College.

Lifelong Success

Launched in the spring of 2018, **Beyond Barnard** is an integrated office for the career preparation and advancement of students and alumnae in academia, health professions, industry, nonprofits, the arts, and government. Beyond Barnard centralizes resources for research opportunities, internships, student jobs, fellowships, graduate school support, and career services. Three-quarters of Barnard students participate in internships with business, government, health fields, and nonprofit organizations across New York City.



Partnership With Columbia University

Barnard College and Columbia University have a historic relationship that's unique in American higher education. Through our intercorporate agreement, Barnard and Columbia students have access to courses and facilities at either campus, and the two schools partner on 15 4+1 Pathways that let students earn a Barnard bachelor's degree and a Columbia master's degree in just five years. Barnard and Columbia students also participate in a wide variety of joint social and extracurricular activities, and Barnard is the only women's college in the U.S. to compete in NCAA Division I athletics and the Ivy League conference. Barnard students participate in 16 varsity sports through the **Columbia-Barnard Athletic Consortium**. Faculty become tenured at both Barnard and Columbia, and the Barnard degree is conferred by the president of Barnard College and the president of Columbia University. At the same time, Barnard is an independent institution that follows its own governance, structure, and finances, including its own Board of Trustees, president, provost, and senior administration. The College also maintains its own endowment, budget and finance, facilities, employee hiring, student admissions, and financial aid programs.

16

NCAA Division I teams for women through the Barnard-Columbia Athletic Consortium

15

accelerated B.A./M.A. degree programs with Columbia University



Academic Program

Barnard is unique in its ability to provide students with the depth, rigor, and community of a liberal arts education with the breadth of resources of a major research university. It is a “research college” where critical thinking is at the core of a flexible interdisciplinary curriculum that challenges students to think theoretically, empirically, and technologically, to write effectively, and to speak persuasively. Barnard offers degrees in more than 50 fields in the sciences, humanities, and arts. The College student-faculty ratio is 10:1. Barnard’s **Foundations Curriculum** was established in 2016 and provides students with the breadth and depth of study central to an education in the arts, humanities, and the natural and social sciences. Foundations includes explorations of international and global learning; quantitative, qualitative, and empirical reasoning; and a distinct technology requirement that sets Barnard apart. And innovative courses like **The Harlem Semester** program provide an ambitious public humanities initiative that explores the complexities of Harlem’s social, political, and intellectual histories, as well as its leaders, culture, arts, and artists.

Beyond Barnard: An integrated center that reimagines support for students and alumnae in career development, experiential education, competitive fellowships, and graduate and professional school.

Summer Research Institute (SRI): A remarkable opportunity for faculty-mentored student research at Barnard and Columbia University, as well as around New York City. Each year, close to 300 students live and do paid research on campus over the summer.



Faculty

Faculty at Barnard ascribe to the “scholar-teacher” model, and they conduct groundbreaking research in every discipline and often collaborate with students on research. Barnard supports research through academic leaves and faculty development grants and outside support. Faculty have secured \$25 million in sponsored research funding over the past five years. In 2022-2023, there are 248 full-time Barnard faculty members. Of the full-time faculty, 25% are persons of color, and 65% are women. The full-time equivalent student-faculty ratio is 10:1. Sixty-five percent of the faculty are women, and 97% possess a doctorate or terminal degree in their field. Barnard faculty receive tenure at both Barnard and Columbia.

10:1
student-faculty
ratio at Barnard

72%
of Barnard classes have
fewer than 19 students

60+%
of faculty members
are women

34%
of the Class of 2021
were STEM majors

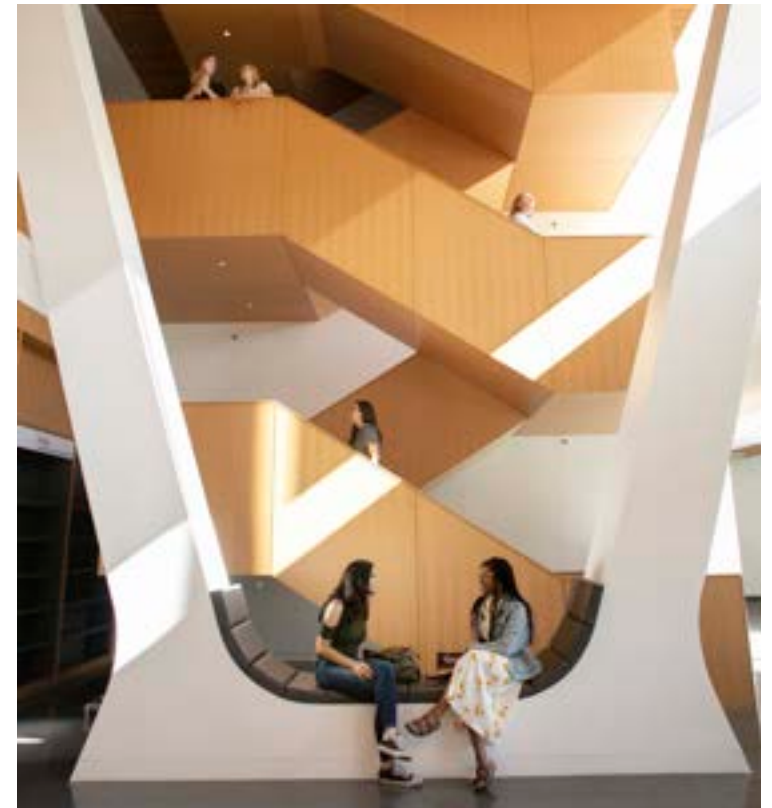


The Cheryl and Philip Milstein Center for Teaching and Learning

The center serves as the dynamic academic hub of the campus, linking departments and disciplines both physically and philosophically. Opened in the fall of 2018, it is a distinctive place that convenes students and faculty, facilitates collaboration, and fosters dialogue. It includes a new kind of library that brings together current technologies and learning spaces in an interactive setting. Its innovative academic centers of inquiry and excellence offer students opportunities to explore.

Athena Center for Leadership meets students where they are with an approach to leadership development that uncovers connections, fosters collaborations, and recognizes the complex nature of challenges that lie ahead of us as well as the abundance that exists within our diverse communities at Barnard, inside Columbia University, and in New York City.

The Barnard Center for Research on Women brings scholars and activists together through its working groups, public events, publications, and multimedia projects to create new knowledge



and to challenge and refine how we understand the world around us.

Center for Engaged Pedagogy (CEP) strengthens Barnard's deep academic engagement and support for student and community well-being.

Digital Humanities Center provides an essential understanding of how technology can expand the scope of research, teaching, and public engagement in the humanities, accommodating data, combining disciplines, connecting thinkers, and democratizing thought in capacious ways.

Empirical Reasoning Center helps faculty, students, and alumnae engage critically with data – quantitative, qualitative, and spatial.

Sloate Media Center is Barnard's home for original media content creation and research. Our video production studio, audio recording booth, and post-production computer lab are open to all students, faculty, and staff.

Vagelos Computational Science Center (CSC) is dedicated to enhancing computational skills and digital literacy across disciplines. We lower the barrier of entry into computing for the Barnard community and beyond.



Campus and Community

Barnard College offers an intimate living and learning environment with varied housing options, and students benefit from hundreds of student-run clubs and organizations shared between Barnard and Columbia. Barnard's **Student Experience and Engagement** enhances the educational mission of the College by engaging students outside of the classroom through programs, events, and leadership opportunities. **Access Barnard** leverages the resources of the College and New York City as a whole to support students who identify as international, first-generation, or low-income as they navigate the American higher education system. The Access Barnard office seeks to bridge the gaps that first-time undergraduates often face as they transition into college.

The **Residential Living** experience at Barnard is an integral part of a student's total education. Students who live in campus housing are close to academic buildings, libraries, and dining facilities. Trained, professional Residential Life & Housing staff members and Resident Assistants provide social and academic programming.

Diversity, Equity, and Inclusion is integral to the Barnard experience. In February 2017, Barnard adopted a **DEI mission statement** that solidifies an expansive understanding of diversity, equity, and inclusion as central to the mission of the College. Through its **Community, Engagement, and Inclusion** program, the College unites its many activities to allow sustained community engagement efforts.

74%
of students live
on campus

95%
of the Class of 2021
had full-time jobs
or were in grad school
within six months of
graduation

4,000+
career planning
advising engagements
annually through
Beyond Barnard

75%
of students complete
an internship during
their four years



Barnard is dedicated to fostering a safe and welcoming community. In service to this priority, this year we launched the Community, Accountability, Response, and Emergency Services department (**CARES**). It promotes safety for the Barnard community across all elements: physical, fire and life, structural, interpersonal, and psychosocial.

As a community, Barnard has come together to enact a bold vision for an environmentally sustainable campus. Our students have joined staff and faculty to reduce Barnard's environmental impact in alignment with global science-based targets, placing the **College on the leading edge of sustainable-forward action**. Barnard has adopted a campus-wide approach that prioritizes the role of women, people of color, and low-income communities in defining new paradigms for sustainability and climate leadership.



Enrollment, Admissions, and Financial Aid

Barnard College enrolls just over 3,000 academically talented undergraduate women from diverse backgrounds, and Barnard's student body includes residents from nearly every state and nearly 58 countries. Over 44% of students identify as students of color, and 13% are non-U.S. citizens or permanent residents.

Barnard is among the most selective liberal arts colleges in the nation, and it is the most selective women's college. For the Class of 2026, the College received a record-breaking 12,009 applications and selected the top 9% —

the lowest admission rate in its history. Of the 1,080 students admitted this year, an impressive 65% chose to enroll. The admissions process is holistic, carefully considering all aspects of these students' academic profiles and personal accomplishments to gain a full understanding of each candidate and their fit for Barnard.

Barnard maintains a need-blind admissions policy for first-year applicants who are U.S. citizens and permanent residents and meets 100% of demonstrated need for all admitted students, providing more than \$48 million in financial aid each year. The College recently announced it has received a \$20 million matching grant from the Schuler Education Foundation to support Pell Grant-eligible and undocumented students.



\$47,652
average Barnard
grant

\$15,690
average federal
financial
indebtedness for
Class of 2021

21%
first-year students
in the Class of 2022
received a
Pell grant

\$48M
provided by the
College in
institutional
grant aid

Barnard Builds

Barnard's residential campus is located in the Morningside Heights neighborhood of Manhattan in New York City. The campus consists of 16 buildings covering four acres and into the surrounding area.

Barnard is finalizing plans to begin construction in spring 2024 on the **Roy and Diana Vagelos Science Center**. This dedicated building for the sciences will transform and extend our existing science spaces with contiguous teaching classrooms and labs that will enhance our curriculum's integrated research experiences and will also house a community science center. We expect the R&D Vagelos Science Center to open in late 2025 or early 2026. **The Francine A. LeFrak Foundation Center for Well-Being**, a centralized hub for physical, mental, and financial health under construction in Barnard Hall, is expected to have a phased opening in fall 2023 and winter 2024. This new physical space will also expand and enhance physical fitness spaces in Barnard Hall – including a new 4,000-square-foot fitness center that will be open to students, faculty, and staff. We are targeting a phased opening in late 2023 and early 2024.

The Roy and Diana Vagelos Science Center



The Francine A. LeFrak Foundation Center for Well-Being



Governance

The President reports to an active and highly involved Board of Trustees. The role of the trustee is the highest privilege the College bestows upon its volunteers, and the commitment and performance of those asked to serve are essential to the continued vitality and strength of the institution. The current board has 33 members, as well as 10 trustees emeriti. In addition, there are two faculty and two student representatives to the board, as well as a secretary to the board. The College's trustees bring a broad array of experience from the fields of investments, banking, communications, tech, education, law, management, and nonprofits. The board is most generous in its donations of time, expertise, and resources.

The College's **senior staff** is composed of senior leaders from across the institution who report directly to the President.

Finance and Fundraising

The Development and Alumnae Relations team work year-round to secure contributions to the Barnard Annual Fund from alumnae, parents, and friends of the institution. Barnard realized a record fundraising year in 2021-2022, with over \$108.2 million raised, far surpassing the goal of \$61 million. This brings the average annual fundraising over the past five years to a record \$60 million a year, compared with the average annual fundraising of \$39 million a year in the prior administration. This past year's exciting achievement included securing Barnard's largest single gift in its history times 2+: \$55 million from Dr. P. Roy Vagelos and Diana Vagelos '55 to rename Altschul Hall the Roy and Diana Vagelos Science Center. Additionally, annual operating cash totaled over \$18.6 million realized, a new record that surpasses the goal of \$16.5 million. The College's 2022-2023 operating budget is \$289 million, which supports its academic mission and need-blind admission policies, and over 80% of the operating revenue is generated from the Term Bill. Barnard College maintains its own endowment, separate from Columbia's, and as of June 2022, the College's endowment was valued at \$447.5 million.



Position Specifications

The Role

The ninth President of Barnard College will assume leadership of this singular institution, established more than 130 years ago, at an important stage in its history – when visionary leadership will be needed to continue to evolve Barnard as a highly selective private women’s liberal arts college dedicated to excellence across the arts and sciences.

Reporting to the Board of Trustees, the President will outline the implementation of a forward-thinking strategy in collaboration with a highly engaged campus community, including talented senior staff, and will have the opportunity to innovate and lead new strategic endeavors.

Reporting directly to the President are the following administrators:

- Provost and Dean of the Faculty
- Executive Vice President of the College and General Counsel
- Senior Vice President for Strategic Finance and Operations
- Senior Vice President for Development and Alumnae Relations
- Vice President for Health and Wellness and Chief Health Officer
- Vice President for Campus Life and Student Experience and Dean of the College
- Vice President for Inclusion and Engaged Learning and Chief Diversity Officer
- Vice President for Enrollment and Communications
- Chief of Staff to the President

- Senior Advisor to the President and Associate Vice President for External Relations and Leadership Development
- Assistant Vice President and Secretary to the Board of Trustees

Priorities

The President will advance Barnard’s standing as a world-renowned women’s college focused on excellence across the arts and sciences. Building on extraordinary momentum, the President will be expected to seize the following opportunities.

Increase visibility, resources, and impact

- Articulate Barnard’s distinctive advantages, nationally and internationally, and enhance its recognition and ranking among leading institutions of higher education;
- Serve as a role model for the exceptional students at Barnard and inspire them to become leaders who are professionally successful, personally fulfilled, and enriched by a love of learning;
- Lead ambitious fundraising efforts to support Barnard’s mission;
- Lead initiatives to promote diversity, equity, and anti-racism work in every aspect of the College community and campus life;
- Enhance Barnard’s mutually beneficial partnership with Columbia University while maintaining the College’s independence;
- Engage the tight-knit alumnae community in the life of the College and its commitment to the lifelong success; and
- Contribute as a leading voice to the national conversation regarding the importance of women’s education and the transformative impact that higher education can have in global issues such as climate change.

Support the student experience and academic excellence

- Promote programs and resources that provide Barnard's smart, ambitious students with the optimal environment for academic and personal development;
- Empower all students to pursue their passions and ensure that students have the networks of support needed to be successful, particularly for underrepresented and low-resourced students;
- Invest in Barnard's world-class faculty and support their pursuit of the highest levels of achievement in curricular innovation, teaching, research, scholarship, creative output, and student engagement;
- Inspire a culture of student and alumnae leaders who champion each other while navigating the world; and
- Nurture an intellectual community on campus that unifies all campus constituents toward the bold pursuit of excellence.

Strengthen organizational capacity

- Support the attraction of new faculty and staff and the development and retention of the talented current faculty and staff;
- Enhance financial sustainability by investing wisely and ensuring that the investment of resources, including campus improvements, aligns with Barnard's goals and mission;
- Foster a campus-wide culture that sees a diverse, inclusive, and equitable community as essential for academic excellence and personal growth;
- Enhance financial stability with a multipronged approach that includes the diversification of revenue streams; and
- Improve operational effectiveness through partnerships, shared services, and innovation.

Qualifications

Candidates are expected to hold stellar academic credentials, to demonstrate a deep appreciation for teaching and research, and to build collaborative relationships with faculty, administrators, and staff.

Strong candidates should also demonstrate most of the following:

- Ability to passionately advocate for the value of a liberal arts education, including humanities, social sciences, natural sciences, and interdisciplinary studies;
- Outstanding communication skills, including public speaking, writing, and active listening;
- Gift for recruiting, developing, and retaining highly talented faculty and staff;
- Visionary leadership of a complex organization with multiple stakeholders and a deep appreciation for shared governance;
- Fundraising track record or the personality traits and stamina to suggest strong potential as a fundraiser;
- Experience working with a Board;
- Ability to navigate complexity with the Barnard-Columbia relationship and to build upon the deep and historic foundation of this partnership;
- High emotional intelligence, including humility and a genuine interest in openness, connection, and collaboration with all members of the Barnard community;
- Ability to balance a consultative decision-making style with the judgment needed to seize opportunities and spearhead bold initiatives;
- History of fostering a culture that values and promotes diversity, equity, and inclusion and that provides community members with a supportive environment in which to thrive;

- Demonstrated use of financial acumen, including a thorough understanding of budgeting, strategic planning, and debt; and
- Experience leading an intellectual community that respects and encourages a diversity of thought, freedom of expression, and an open examination of ideas in the spirit of civil discourse.

The salary range is \$700,000-\$750,000. Additionally, the President is provided housing and participates in the full range of Barnard College benefits.

Contact

Nominations, inquiries, and expressions of interest should be sent to barnard@russellreynolds.com.

Barnard College is an Equal Opportunity Employer. Barnard does not discriminate due to race, color, creed, religion, sex, sexual orientation, gender and/or gender identity or expression, marital or parental status, national origin, ethnicity, citizenship status, veteran or military status, age, disability, or any other legally protected basis, and to the extent permitted by law. Qualified candidates of diverse ethnic and racial backgrounds are encouraged to apply for vacant positions at all levels.