

# Franklin & Marshall College Presidential Search Statement

FRANKLIN & MARSHALL  
COLLEGE



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Founded in 1787, at the birth of a new republic, the spirit of Franklin & Marshall College (F&M) is the spirit of that astonishing moment—optimistic and pragmatic, inspired and humble, daring and principled. It is a spirit that says we see something *bright* on the horizon. And together, we go forward.

F&M empowers a global community of curious, bright minds to shape the world and their futures. F&M Diplomats use their voices. Students engage with esteemed faculty and staff and with their fellow students. Together, they question, push, and sharpen each others' thinking. It's a place where varied interests are celebrated and pursued in classrooms, labs and studios, and through research, creative innovation, and community partnerships. Strongly positioned within the top tier of the nation's best liberal arts colleges, and rapidly moving up in the rankings with a record number of applicants, F&M is a college on the rise, well-positioned and with positive momentum to leverage [the College's storied history](#) and bright future.

F&M has a long history of academic excellence and welcoming talented students from all backgrounds. The College was instrumental in founding the [American Talent Initiative \(ATI\)](#) to promote increasing the enrollment of lower- and moderate-income students at colleges and universities that consistently assure high graduation rates.

F&M's extraordinary home city is an urban oasis. Lancaster, Pennsylvania, offers a rich mixture of arts and culture filled with experiences for every taste and preference—all within safe walking distance of campus. Lancaster combines many of the draws of a big city but with the charm (and cost of living) of a small town.

Today, Franklin & Marshall College is a residential campus, emphasizing a close-knit community of scholars and students. In the last 10 years, the population of international students has almost doubled and reflects an increasingly diverse student body. F&M currently offers 52 fields of study and a variety of new certification pathways. With an emphasis on sustainability, F&M is preparing modern students to successfully explore and define the 21st century.

"Leveraging Excellence, Accelerating Discovery" (L&AD) is F&M's bold and strategic five-year plan. It is so named to capture not only the community's ambitions for the College, but also, with its ampersand, F&M's mission, identity, inclusivity, and core values. As the College makes further strides toward these objectives, the community is poised for a strong and prosperous future and ready to welcome the next visionary leader who will continue its legacy of transformative education.

## **FRANKLIN & MARSHALL'S NEXT PRESIDENT**

Franklin & Marshall seeks an ambitious and creative President to lead a distinguished institution with a commitment to academic excellence and community engagement. F&M stands out for its caliber of students; accessible, world-class faculty and staff; a distinctive residential system that is equal parts social and intellectual; and a diversity of thought that encourages and empowers a community of leaders, all set in a dynamic and diverse city.

The next President will have the remarkable opportunity to harness F&M's rich heritage, while integrating innovative strategies to address contemporary challenges. The next President will be a compelling spokesperson for the College, enhancing alumni engagement, and executing a forward-thinking campaign aimed at bolstering the College's endowment and expanding its reach. Guided by a supportive and capable senior team, this leader will be instrumental in shaping an inspiring vision for F&M's next chapter.

Priorities for the next President include, in no particular order:

- Charting a bold, future-oriented strategic direction and approach that shapes F&M's identity and impact in the evolving landscape of higher education and elevates its national profile.
- Inspiring and recharging institutional pride and affection that galvanizes philanthropic support and alumni engagement to grow the endowment.
- Accelerating long-term financial stability by driving growth, guiding the campus in identifying important and impactful changes that would improve the success and sustainability of the College.
- Building a culture of innovation that embraces creative approaches to adapting the curriculum in response to technology and changing student interests and trends in higher education.
- Fostering an inclusive environment for students, faculty, staff, alumni, and friends while inspiring a sense of community grounded in academic values of freedom to explore and express views.
- Leveraging the College's position within Lancaster to build on beneficial partnerships with the local community and strengthen the institution's relevance.
- Serving as a passionate advocate and ambassador to increase the College's visibility and reputation both nationally and internationally, ensuring that F&M is recognized as a leading model of experiential education in a liberal arts environment.
- Collaborating with the Board of Trustees to develop and strengthen policies and ensure effective shared governance that advances the College's mission and strategic direction.

### **IDEAL EXPERIENCE**

Franklin & Marshall's next President will bring extensive executive leadership experience, financial acumen, and a commitment to academic excellence. They will be visionary and innovative, skilled in navigating the complexities of an undergraduate residential environment, and adept at fostering a strong sense of community and shared governance. This President will actively engage with students, faculty, staff, the board, and alumni, building relationships and uplifting and supporting diverse perspectives. They will inspire confidence in their leadership with transparency, while driving strategies for financial sustainability and enrollment growth.

The ideal candidate will bring the following experiences, capabilities, and qualities:

- Appreciation for the aspirations and values of a liberal arts institution and the ability to articulate a vision for a vibrant and relevant future.
- Sharp strategic sensibility and experience leading and implementing organizational change by building consensus and community; ability to creatively address the complexities of small liberal arts colleges and to adapt strategically.
- Proven track record of successful fundraising and philanthropic engagement.
- Understanding of the modern and evolving higher education ecosystem, with insights and strategies on shifting demographics.

- Deep respect for faculty governance and a commitment to scholarship, academic rigor, and exceptional teaching.
- Empathy, openness, and the ability to foster a culture of trust and support across all levels of the institution.

## THE SEARCH PROCESS

Franklin & Marshall College has retained Spencer Stuart and welcomes nominations or expressions of interest. If you wish to submit your application materials or nominate someone to serve as the next President, please send an email message with supporting materials to: [FandMPresident@SpencerStuart.com](mailto:FandMPresident@SpencerStuart.com).

*Franklin & Marshall College is committed to having an inclusive campus community where all members are treated with dignity and respect. As an Equal Opportunity Employer, the College does not discriminate in its hiring or employment practices on the basis of gender, sex, race, ethnicity, color, national origin, religion, age, disability, family or marital status, sexual orientation, or any protected characteristic. Individuals who need an accommodation due to a disability in order to submit an application or attend an employment interview should contact the search firm. Franklin & Marshall College is committed to providing a safe and productive learning, living, and working community. To assist in achieving this goal, we conduct background investigations for all prospective applicants being considered for employment.*

## A Transformative Education

The ampersand in the middle of the College's name, meaning “both/and,” emphasizes the purpose and power of [F&M's liberal arts model](#). At F&M, relationships—among disciplines and ideas, and among the students, faculty, and staff who explore them—are at the core of the College's mission and academic enterprise. Working side-by-side, the community pushes boundaries and examines the relationship between theory and practice. This interdisciplinary approach equips students with the critical thinking skills, creativity, and sense of responsibility needed to confront the complex issues of today's world. With [52 fields of study](#) spanning the breadth of traditional and modern disciplines, F&M continues to expand the academic curriculum with distinctive interdisciplinary subjects, including scientific and philosophical studies of mind; business, organizations and society; public health; data science; Latin American studies; entrepreneurship; and an array of new certificate programs and degree partnerships.

F&M's distinguished faculty set the example for groundbreaking scholarship, earning numerous national and international honors, including prestigious grants, fellowships, and career awards from esteemed professional organizations. One of F&M's defining features is the prominence of [faculty-student research and experiential learning](#). Nearly two-thirds of students engage in one-on-one research projects with faculty members, allowing them to contribute to the creation and publication of new knowledge and expand their academic horizons. Whether [researching nucleic acids alongside their faculty mentor](#), [teaching philosophy at the local high school as an internship-for-credit](#), or [evaluating the quantitative and qualitative dimensions of social justice in Lancaster](#), F&M students develop intellectual skills and have real-life experiences that set them on an extraordinary trajectory.

The College's [Center for Career and Professional Development](#) cultivates experiences that embolden students and alumni to design and navigate fulfilling careers with courage and curiosity. Offering countless programs, workshops, and opportunities for students beginning in their first year of college and continuing after graduation, F&M's career center prides itself on supporting students and alumni at every stage of their journey.

## A Distinctive Student Experience

A signature component of the living and learning experience at F&M is the [College House residential community](#). All first-year students are assigned to one of five college houses and remain affiliated with their House for life. Each House is led by a senior member of the faculty (House Don) and an experienced student-life professional (House Dean), as well as a unique student government. This enables each House to serve as a hub for intellectual, social, and cultural engagement where students grow together.

Student growth and success is supported holistically by engaging students at every level—academic, personal, emotional, and physical. Students participate in more than 100 active [student clubs and organizations](#), including Greek life and dozens of clubs and intramural sports teams. F&M Diplomats compete athletically in Division III of the NCAA, [sponsoring 28 varsity teams as well as five intramural sports and numerous club sports](#). The Diplomats also compete at the NCAA Division I level in wrestling while additionally sponsoring both men's and

women's rowing and squash at the varsity level. F&M plays in the Centennial Conference, an elite group of liberal arts colleges that maintain [exceptional academic standards](#) while also competing in athletics at a highly successful level.

[The College is dedicated to fostering an environment where every person feels valued, respected, and integral to the fabric of the community.](#) For the third year in a row, the College has received the [Higher Education Excellence in Diversity \(HEED\) Award](#) in recognition of an outstanding commitment to diversity and inclusion. The community has also embraced its shared identity as Diplomats by championing [free expression and constructive dialogue](#), believing that an F&M education is not just about classroom learning, but also preparation to handle real-world challenges with creativity, intellect and empathy.

### **A Local & Global Community**

At F&M, one does not have to travel far for vibrant cultural and global experiences. They are right on campus and in the dynamic [City of Lancaster](#). A city of 60,000 residents in a surrounding region of over 500,000, Lancaster is both a bustling urban center and a close-knit community within walking distance of campus. Its rich history and cultural diversity are evident in its thriving arts scene, historic architecture, and [“a global feast in an unlikely spot” \(The New York Times\)](#).

No matter where you turn, [Lancaster offers extraordinary opportunities for a liberal arts education](#). Five hundred and fifty students participate in local research, internships, and service projects in both the city and county each year, and more than 100 businesses, nonprofits, organizations, and schools partner with F&M to create meaningful off-campus opportunities for students and faculty. Every semester, multiple course offerings provide hands-on experiences in the city and surrounding region that directly serve the community in meaningful ways. The combination of local engagement and global awareness prepares F&M students to navigate a complex, interconnected world with compassion, creativity, and clarity of purpose.

In addition to opportunities on campus and in Lancaster, students acquire intercultural knowledge and, in some cases, intensive language immersion, through more than 170 approved [off-campus study programs](#). The College owns the [Advanced Studies in England \(ASE\)](#) program based in Bath, England, and in recent years, has begun to offer a transformative program for first-years called “[iF&M](#),” in which a small group of students get to start their F&M education with a 16-week intellectual experience in England. In addition, for the seventh consecutive year, the [Fulbright U.S. Student Program](#) has named F&M a [top-producing institution](#).

F&M's global reach extends through the College's nearly 30,000 alumni, living and working in all 50 states and more than 70 countries. The tremendous success of F&M graduates demonstrates [the lasting value of an F&M education](#) when compared with national outcomes. The mission of the [Franklin & Marshall College Alumni Association](#) is to advance the welfare of the College and its alumni by engaging alumni in the life of their alma mater; fostering and strengthening the connections between and among alumni, students, and the rest of the college community; and inspiring in alumni and students a lifelong sense of loyalty toward, pride in, and support of, the College.

The support of F&M alumni and friends is most evident in the successful conclusion of [the largest campaign in F&M history, Now to Next](#), which raised \$220 million, surpassing its goal of \$200 million. Other fundraising initiatives include [F&M Women & Philanthropy: 50 for 50](#), the [Raise Our Game annual campaign](#) for Diplomat Athletics, and the College's annual Day of Giving, ensuring F&M can continue to foster life-changing moments and opportunities for future generations.

*For more information on F&M, go to <https://www.fandm.edu/>*