



**SEARCH FOR
Executive Director, Goldfarb Center for Public Affairs
At Colby College**

THE SEARCH

The Goldfarb Center for Public Affairs at Colby College (Goldfarb Center or the Center), a non-partisan, cross-disciplinary nexus connecting and engaging students, faculty, staff, the community, and the world with our nation's most pressing current events, seeks an Executive Director. The Executive Director will develop, deepen, and expand the reach of the Center, driving its impact and setting the Center's intellectual direction. The executive directorship of the Goldfarb Center for Public Affairs provides an extraordinary opportunity to engage issues in ways that are only possible within the exceptional academic, mission-driven, and collegial environment of Colby College.

The Goldfarb Center provides a forum through which students can grapple with complex challenges using creative and interdisciplinary approaches. It provides opportunities for the entire Colby community to come together to unpack the difficult issues that our country and the world face. Goldfarb Center events have included world leaders, innovative thinkers, influential politicians, community activists, and cutting-edge academics. Students have myriad ways to engage with the Center and its guests, from service on the Goldfarb Student Executive Board, to collaborative research opportunities with Colby faculty, to attendance at the many in-person and virtual conversations, lectures, and symposia hosted by or in conjunction with the Center, to attendance and involvement in the more formal, flagship events of the Center, including the [William R. and Linda K. Cotter Debate Series](#), the [Senator George J. Mitchell Distinguished](#)

[International Lecture Series](#), and the [Morton A. Brody Distinguished Judicial Service Award](#). Adding to these established and highly regarded awards and series, this fall, the Goldfarb Center will launch the first-ever Peter Hart Lecture in Politics and Policy, thanks to a newly endowed donor fund.

Under the direction of the Provost and Dean of Faculty, the Executive Director will be charged with stewarding the continued strategic growth of the Center, increasing its visibility on-campus and beyond Colby College, finding ways to challenge and engage students in discussions about public policy and politics, in preparation for careers in public affairs and service, and equipping them with the skills, tools, and ideas to be good citizens. The Executive Director will collaborate to establish an annual theme for the Center and will develop events and programming that engage members of the Colby community in conversation with public affairs thought leaders. Likely a public affairs, public policy or other similar practitioner, the new Executive Director will be a nimble leader, able to bring together Colby faculty subject matter expertise from across the College to bear on the issues that confront the world today.

This is an extraordinary opportunity for a talented individual with deep public affairs or public policy experience, coupled with an entrepreneurial spirit, to apply their unique background and professional experiences to lead a vital and cutting-edge public affairs center. ***Colby College has retained Isaacson, Miller to assist with this important recruitment. Please direct all inquiries and applications, in confidence, as indicated at the end of this document.***

COLBY COLLEGE

Founded in 1813, Colby is the 12th oldest independent liberal arts college in the nation and is one of America's most selective colleges. A residential, four-year institution serving only undergraduates, Colby offers an academic program rooted in the deep exploration of ideas and enriched by partnerships with world-class faculty scholars. Colby re-imagines the liberal arts experience – providing access to a global experience, research, and internships for all students regardless of their background. This integrated educational experience prepares Colby students to be critical and imaginative thinkers, intellectually curious, proficient communicators, and responsible and active global citizens. With 58 majors, 35 minors, and independent major options, Colby students have the flexibility to set their own course of study. Situated in central Maine, Colby's 714-acre campus is regarded as one of the most beautiful in the nation.

The College has a student enrollment of over 2,200 and employs more than 210 teaching faculty members. Colby's 2021-22 fiscal year operating budget is \$235 million, and the market value of Colby's endowment was \$1.26 billion on June 30, 2021.

For more information about Colby College, please visit www.colby.edu.

STUDENTS

Colby is home to a community of dedicated, engaged, and diverse students from across the globe. The student body represents 45 states and 65 countries; more than 35 percent of students are people of color, more than 10 percent are the first in their family to attend college, and more than 10 percent are non-US citizens.

Admission to Colby is highly selective; 10 percent of applicants for the Class of 2024 were offered admission. Applications to Colby have increased significantly from 5,148 to 15,770 over the last seven years, and each successive class has represented the most academically talented and diverse in the College's history. Colby's commitment to diversity and access is reflected in its aggressive and generous need-based financial aid program, which meets 100 percent of demonstrated financial need without student loans. Families with a total household income of \$65,000 or less with typical assets expect a parent or guardian contribution of \$0. Through the Fair Shot Fund, families making up to \$150,000 expect a parent or guardian contribution of \$15,000 or less. 46 percent of enrolled students receive financial aid, and the average financial aid package for enrolling students is \$53,000. The Chronicle of Higher Education recently recognized Colby as having the fourth most generous financial aid program to the neediest students of any US college or university.

Colby's strong liberal arts curriculum provides excellent preparation for an unlimited range of career choices and graduate studies while giving students a better understanding of the world and their places in it. It is defined by deep intellectual inquiry, substantial research opportunities, and world-class teaching. The academic curriculum at Colby is enhanced by real-world problem solving across all disciplines. Colby's inter-session term in January, known as Jan Plan, is a time for focused study, internships, and/or research. Students and faculty benefit from the recently launched Linde Packman Lab for Biosciences Innovation and the Buck Lab for Environment & Climate, which provide resources and support for significant academic research. They also gain from the extraordinary collection and resources of the [Colby College Museum of Art](#) including the Lunder Institute for American Art.

During the academic year and summer, students benefit from access to world-class research institutions through partnerships and collaborations with the Museum of Fine Arts, Boston, the Smithsonian Archives, the Art Institute of Chicago, the Bigelow Laboratory for Ocean Sciences, the Jackson Laboratory, and Mount Desert Island Biological Laboratory. Colby students are supported in pursuing these opportunities by [DavisConnects](#), an innovative program that provides funding and advising to all students and guarantees access to research, internships, and global experiences.

ALUMNI AND PARENTS

Of Colby's 25,000 alumni, 44 percent make annual contributions either through major or annual gifts. The College provides numerous opportunities for alumni to deepen their relationships, including traditional [reunion](#) and regional events; [virtual events](#); career building opportunities via [ColbyConnect](#); and a variety of [social media channels](#) in addition to the [alumni magazine](#).

Colby has active and dedicated alumni and parent volunteer corps. The [Alumni Council](#) is a group of 34 Colby alumni that governs the Alumni Association and participates in a variety of activities to support students, alumni, and the College. It fosters communication between the College and alumni and offers alumni input on policy development. Similarly, the [Parents Executive Committee](#) plays an important role in the life of the Colby community through both participation and philanthropic support.

CAMPUS AND LOCATION

Colby's 714-acre campus, known as Mayflower Hill, is regarded as one of the most beautiful in the nation. The campus has 64 buildings, including 30 residence halls, the new \$200 million Harold Alfond Athletics and Recreation Center, a new outdoor competition center, 50 acres of fields, three dining halls, three libraries, a student union, and one of the nation's premier institutions of American art, the Colby College Museum of Art. In the fall of 2023, the largest academic building project in the history of the College, the 74,000-square-foot Gordon Center for Creative and Performing Arts, will open its doors as the new home for Colby's Departments of Theater and Dance, and of Music and the Cinema Studies Program. Most of Mayflower Hill, including the 128-acre Perkins Arboretum and Bird Sanctuary, is a State Wildlife Management Area.

The College is a national leader in sustainability, and its commitment to the environment is evident across campus. In April 2013, Colby became one of the first four higher education

institutions in the United States to achieve carbon neutrality. All new construction at Colby is a minimum of LEED Silver certified. A new 1.9-megawatt photovoltaic energy project currently produces approximately 16 percent of Colby's energy needs.

Located in central Maine, the city of Waterville sits on the banks of the Kennebec River and provides access to a range of artistic, cultural, recreational, and athletic experiences in the local area and beyond. Waterville is approximately 60 minutes from Portland, just over an hour from skiing at Sugarloaf Mountain, two hours from Acadia National Park, and three hours from Boston. At home in Waterville, Colby is partnering with the city, making investments to revitalize Waterville's historic downtown, improving the streetscape, integrating the arts into downtown, attracting more visitors and residents, and increasing economic activity. Opened in fall 2018 and located in downtown Waterville, the Bill and Joan Alford Main Street Commons houses 200 Colby students, faculty, and staff who are deeply engaged in the city and also serves a variety of business, civic, and community organizations. The Greene Block + Studios, \$6.5 million arts collaborative, which presents vibrant arts programming for all ages and provides space for interdisciplinary artistic collaboration through the College's Lunder Institute for American Art, opened in September 2021. The four-story, 53-room Lockwood Hotel, which draws on Waterville's rich history of industry and innovation, will open to visitors in 2022. In addition to these new facilities and programs, the [Paul J. Schupf Arts Center](#) will soon be constructed adjacent to downtown Waterville's central green space, establishing a distinctive hub for visual arts, performing arts, arts education, and film to children and adults downtown.

THE GOLDFARB CENTER FOR PUBLIC AFFAIRS

Founded in 2003 with a generous gift from Colby Trustee *Emeritus*, William Goldfarb '68, P '00, the Goldfarb Center for Public Affairs connects the Colby community to our nation's most pressing current events, fosters awareness of the roles of public policy, and inspires active citizenship in a nonpartisan, inclusive approach that welcomes every opinion as part of a healthy discourse. The Center sparks thought-provoking conversations through high-profile public events and creates leadership and networking opportunities for Colby students.

Goldfarb Center events engage world leaders, innovative thinkers, influential politicians, community activists, and cutting-edge academics with students across disciplines to look at how to address some of the complex challenges we face as a world, through creative, interdisciplinary approaches. Thanks in part to generous alumni donors, the Goldfarb Center is able to fund internship and research opportunities for students, support faculty with course development stipends, and award the Franko-Maisel Public Policy Prize to a graduate each year.

The mission of the Center is to:

- Be a vibrant information hub on current events.
- Increase awareness of the role of public policy to address complex challenges.
- Create networking opportunities to connect Colby students to alumni and world leaders who have established careers in public affairs.
- Provide inclusive forum for open, healthy discourse for all opinions.
- Inspire active citizenship among the Colby Community.

The Goldfarb Center showcases Colby's deep commitment to solving the problems that face our world today, with the Center serving as a place where public policy practitioners come together to engage and collaborate with students. Some recent examples of student and faculty collaboration include:

- The Goldfarb Center awarded over \$32,000 in Sandy Maisel Student Internship and Research Grants to support student experiences in public affairs in the spring and summer of 2021, including internships at the Woodrow Wilson International Center, J Street, ACLU, Borgen Project, and Alethea Group.
- Government professor Nick Jacobs worked with students to explore how religion affects modern-day Republican members of Congress, including looking at behavior based on religious constituencies and how religiously affiliated lobbying groups affect voting outcomes.
- The Goldfarb Center supported a research survey in Stockton, CA for an upcoming book on crime and police reform by sociology professor Neill Gross.
- Psychology professor Tarja Raag and students conducted a survey on campus of administrators, faculty, staff, and students to better understand their perspectives on free speech.

One of the many innovative components of a Colby education is the [January Program](#) (Jan Plan), an exploratory academic term that gives students opportunities to choose among hundreds of different academic experiences. It's a time for focused study, for interning, or for conducting research. The fundamental purpose of the January Program is to broaden and extend the learning experience at Colby by offering students distinctive opportunities not ordinarily available during the traditional academic semesters. January experiences are intensely focused, emphasizing engagement by faculty and students with a single subject matter or experience. While January experiences share the broader learning goals of Colby's curriculum, they are especially concerned

with strengthening capacities for innovative thinking, independent work, creativity, intellectual exploration, and experimentation.

The Goldfarb Center, in close collaboration with [DavisConnects](#), an office predicated on providing unique internship, research, and global experiences to every student, regardless of personal and financial networks, runs two major programs in Washington, DC each Jan Plan: a facilitated internship program and the Mayflower Hill to Capitol Hill (Hill to Hill) policy trek.

For Jan Plan 2023, Colby has been selected to participate in an intensive policy program hosted by the Center for Strategic and International Studies (CSIS), a bipartisan think tank in Washington, DC. The plan is to fold this boot camp into a full Jan Plan course for 10 students and may require bringing in a visiting professor to teach. This is a one-time opportunity fully funded by CSIS, who will cover transportation, hotel, and food costs for all participants. The boot camp is scheduled from January 23-27, 2023.

To learn more about the work of the Goldfarb Center, please find the most recent annual report here: [Goldfarb Center Annual Report 2020-21](#)

THE GOLDFARB STUDENT EXECUTIVE BOARD

“The Goldfarb Center is a place where students can learn about policy and how to create a better future for us all” – Current Goldfarb Student Executive Board Member

Student engagement, mentorship, and leadership development is a vital component of the work of the Executive Director. [The Goldfarb Student Executive Board](#) consists of two co-chairs and eight student representatives, including two students from each class. Students self-nominate themselves for the positions and are selected by their peers based on leadership, scholarship, commitment to public affairs, professionalism, and desire to advance the mission of the Goldfarb Center. The board meets weekly and is actively engaged in developing and executing events, building their own leadership skills, and networking directly with featured guests and speakers. The Goldfarb Student Executive Board is responsible for developing potential annual themes, working with the director to develop thematic focus, before coming together as a board to vote to approve the annual theme. The Executive Director has collaborated closely with the board in the selection of a theme.

THE GOLDFARB FACULTY ADVISORY COMMITTEE

The Goldfarb Faculty Advisory Committee is charged with advising the Executive Director on ways to integrate Goldfarb Center for Public Affairs programming with the current curriculum, particularly in public policy. The group helps to shape policy themes and priorities, as well as helps to identify speakers and students for events. The committee also helps the Center support and fund faculty-led work on issues of public policy research and development, including awarding public policy grants to faculty. A member of the Faculty Advisory Committee, the Faculty Associate Director is a one-year appointment made by the Executive Director to help support the work of the Center.

THE ROLE

The executive directorship of the Goldfarb Center for Public Affairs presents an extraordinary opportunity for an individual with an exceptional record of intellectual and public engagement in domestic and/or international public affairs and public policy. The Executive Director must be nimble when national and world events happen, with an ability to pull together faculty and regional, national, and international thought leadership to engage the Colby community in seeking a better understanding of current events and how they shape and affect us.

The Executive Director will join the Center amid a period of exciting focus and investment in public policy by the College, with the groundwork being laid for a new public policy degree focus. Some opportunities will depend upon the individual's interests, academic and professional preparation, and initiative, but include the opportunity to collaborate with students and faculty across the college, to build linkages between scholars and policy makers, to collaborate in the design of a new policy and practice-related course section, to deeply engage Colby students around the vital issues of the day, and to serve as an influential voice on public policy.

Reporting to the Provost and Dean of Faculty, the Executive Director has overall responsibility for the Goldfarb Center for Public Affairs. The Executive Director supervises a small staff, works closely with the Goldfarb Student Executive Board, and manages a total budget of approximately \$560,000. The Executive Director will play a pivotal role in defining the culture and agenda of the Center, setting the strategy and direction for the Center, ensuring the highest levels of programming and engagement with students, managing finances and personnel, and serving as a thought leader. The Executive Director will continue to steward and cultivate existing philanthropic relationships and will work to identify and develop new relationships with alumni as well as other sources of support.

OPPORTUNITIES AND INITIATIVES FOR THE EXECUTIVE DIRECTOR

Specific opportunities and initiatives for the Executive Director include:

Engage, educate, and develop the next generation of citizens and public affairs and policy experts and practitioners.

The education and development of Colby students in preparation for careers in public affairs and public policy and to be outstanding citizens is a central component of the Goldfarb Center's mission. The Executive Director will have the opportunity to work closely with students, often sparking a lifetime desire to engage in work that is related to public affairs and policy. The cultivation and mentoring of the Goldfarb Student Executive Board is a critical component of the Center's continued success. Students desire and need to have a voice to feel empowered to help drive and organize the work of the Center. Of equal importance is the relationship development with students outside of the board, from giving career advice and guidance to supporting student-led initiatives like the international affairs journal, *Overture*.

Engage with Colby faculty and work to elevate public policy majors. Shape the relationship between the soon-to-be-established public policy major and Goldfarb Center and explore the idea of developing a campus-based fellowship and curricular connections to the Center.

The Goldfarb Faculty Advisory Committee is charged with advising the Executive Director on ways to integrate the Center and its programming with current and future curricula. This committee also helps the Center to support and fund faculty-led work on issues of public policy research and development, including the awarding of public policy grants to faculty.

Beyond the work of the Faculty Advisory Committee, for the past year the Provost's Office has been leading a faculty committee to consider how public policy could be more established at the College. The committee has been exploring the formation of a new public policy department and development of associated degree programs that could potentially be tied to the Goldfarb Center. The new Executive Director will be coming into the role at the optimal time to take part in these discussions, to shape the relationship between the soon-to-be-established public policy major and the Goldfarb Center. To support this vision, the Executive Director will have the opportunity to work towards the development of a Goldfarb Fellowship Program, leveraging connections to bring public affairs and policy professionals to campus as fellows, and to serve in visiting faculty roles to teach course sections in the new major.

Enhance the Goldfarb Center’s reputation, visibility, impact, and reach.

Since its founding in 2003, the Center has been a leader in making connections to communities outside the College. While Colby students are the primary audience for the Goldfarb Center, there is a rich history of the Center being a place for alumni, donors, parents, faculty, staff, and community members who care about public affairs. It will be vital to continue the development of collaborative engagements with groups like the Mid-Maine Global Forum and the Maine Monitor and to continue to target outreach to the greater community. The Executive Director will have the distinct opportunity to continue to increase the reputation, visibility, impact and reach the Center has, not only on the development of Colby students, but also on local, regional, national, and international policy conversations. With exciting curricular developments underway, the Center will benefit from an expanded base of engagement beyond public affairs and policy.

Continue to cultivate the philanthropic and alumni support for the Goldfarb Center

The Executive Director will continue to steward and cultivate existing alumni and philanthropic relationships, always with an entrepreneurial eye toward the identification and development of new relationships with alumni and other sources of support. There is a large roster of alumni who care deeply about the Center and who could be better cultivated to participate in the world of the Center, including providing philanthropic support, offering career advice, and providing professional opportunities for students.

THE SUCCESSFUL CANDIDATE

The role of Executive Director of the Goldfarb Center for Public Affairs presents an extraordinary opportunity for an individual with an exceptional commitment to intellectual and public engagement in domestic and/or international public affairs and policy to lead the continued upward trajectory of the Center as a place where great minds come together with the Colby community to influence national and world events. Qualities sought in the next Executive Director include unwavering integrity, political astuteness with an instinctive ability and desire to provide an accepting space for all points of view, collegiality, and deep commitment to diversity, equity, and inclusion. Colby College invites candidates with a wide range of backgrounds and experiences to apply, including candidates who have spent significant time in non-profit advocacy, think tanks, and/or the policy, political, or public sectors, and who demonstrate many, if not all, of the following skills, qualities, and experiences:

- A skilled public affairs or policy practitioner, or other leader, who is deeply passionate about the ways that public affairs and the understanding and development of public policy can better our country and world community.
- Demonstrated record or evident potential as a thought-leader with the capacity to meaningfully influence our understanding of public affairs and policy.
- An ability, desire, and innate need to work with people from all variety of background, political orientation, and leaning.
- Experiences and perspectives that cross and/or redefine disciplinary and ideological boundaries, and the ability to work with colleagues across disciplines and ideologies to catalyze new thinking and approaches to issues and problems.
- A passionate enthusiasm to mentor students to develop their leadership and citizenship skills, some of whom will become public affairs and policy practitioners and subject matter experts themselves; a general understanding of, or desire to learn how best to work with college students.
- Interpersonal and leadership skills to engage students, staff, faculty, and community members in the activities of the Center.
- A proactive connector, with an ability and desire to serve as a conduit between Colby students, faculty, and public affairs and policy thought-leaders.
- A desire and ability to collaborate with faculty members to develop programming and curricular connections with the Goldfarb Center.
- Entrepreneurial vision, with the ability to seize initiative when current events provide opportunities for Goldfarb Center engagement and an ability to personally drive campus conversations.
- Exceptional organizational skills, with an ability to simultaneously lead and collaborate on multiple projects and engagements.
- Able and willing to “dream big” and to adjust as necessary.
- Strongly developed relationship building, communication, and influencing skills; a demonstrated ability to interact comfortably, gaining credibility with a wide range of internal and external stakeholders and constituents.
- An innate ability to understand an audience and an ability to tailor oral and written communication for optimal understanding. Deep experience and comfort with public speaking and presenting to groups of all sizes.
- A balanced ability to be a sounding board and source of information and inspiration to help students drive event formulation, while not stifling creation or taking over events entirely.
- A history of recruiting, developing, and supporting richly diverse people and teams.

- An authentic, consultative leader who is self-motivated by the mission of the Goldfarb Center.
- A strong desire to understand, demonstrate, apply, and adhere to the core values of Colby College.

TO APPLY

Review of applications, nominations, and expressions of interest will begin immediately and will continue in a confidential basis until an appointment is made. All inquiries, nominations, referrals, and applications (including resume and letters of interest responding to the requirements outlined in the position profile) should be submitted via Isaacson, Miller's website:

Dan Rodas, Partner
Tim Lanigan, Senior Associate
Isaacson, Miller
263 Summer Street, Boston, MA

<https://www.imsearch.com/search-detail/S8-521>

Electronic submission of materials is required.

Colby is a private, coeducational liberal arts college that admits students and makes personnel decisions on the basis of the individual's qualifications to contribute to Colby's educational objectives and institutional needs. The principle of not discriminating on the basis of race, color, age, sex, sexual orientation, gender identity, religion, pregnancy, parental or marital status, national or ethnic origin, caste, political beliefs, or disability unrelated to job or course of study requirements is consistent with the mission of a liberal arts college and the law. Colby is an affirmative action/equal opportunity employer and operates in accordance with federal and state laws regarding nondiscrimination.