

POSITION DESCRIPTION

FOR PRESIDENT



May 2021

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POSITION DESCRIPTION

POSITION	President
INSTITUTION	Delaware Valley University
REPORTS TO	Board of Trustees
LOCATION	Doylestown, PA
WEBSITE	delval.edu





SUMMARY OF OPPORTUNITY

Celebrating its 125th anniversary this year, Delaware Valley University (DelVal) is a close-knit academic community historically known for its strong emphasis on experiential learning, an innovation inspired by its founder's focus on "science with practice." Through the University's Experience360 (E360) Program, undergraduate students benefit from a holistic classroom education with hands-on practice, academic internships, career exploration experiences, community service activities, and leadership development. DelVal students have excellent outcomes, with the percentage of students either employed or continuing their education within a year of graduation having increased in each of the last five years, most recently to a record-high 94.4% for the Class of 2019. DelVal's E360 program was named the "2019 Outstanding Experiential Education Program" by the National Society for Experiential Education.

Located outside of Philadelphia in picturesque and vibrant Doylestown, PA, the University maintains its founding focus in agricultural and animal sciences, together with current programs in behavioral sciences, business, health, and the humanities. With a commitment to expanded educational opportunities, DelVal offers residential, online, and hybrid academic undergraduate and graduate degree programs (many with professional accreditation) and certificates. Through its partnership with Doylestown Health, DelVal is expanding healthcare programs with a strong clinical focus. In addition, DelVal is developing plans for programs in agricultural science specialties, business, and healthcare.

DelVal's talented faculty and dedicated staff care deeply about teaching and supporting students. Today, DelVal enrolls nearly 2,200 students, including more than 450 graduate students, who benefit from small class sizes with a 13:1 student-to-faculty ratio. DelVal has consistently been recognized for its academic programs and student support. *The Princeton Review* named DelVal to the 2021 "Best in the Northeast" list, an honor it has earned every year for the past ten years. *U.S. News & World Report* highlighted DelVal as a "Top Performer for Social Mobility." DelVal received a "Military Friendly School" designation in 2019-2020. DelVal's Animal Science degree program was ranked as one of the top 20 in the U.S. by *College Factual* in 2019, and its agricultural degree programs, online MBA, and Counseling Psychology program have also received recognition. (Please see **Appendix A** and delval.edu for more information on the institution.)

DelVal seeks a leader who will work collaboratively, advocate for students, communicate consistently with clarity and transparency, strengthen its financial position, and raise resources and visibility. The next President will need to motivate, inspire confidence and trust, and rapidly execute an efficacious, innovative development plan. Accomplished leaders from higher education and other industries with transferrable skills and an appreciation for the academic enterprise are encouraged to apply.



ROLE OVERVIEW

The President is Delaware Valley University's chief executive officer, ambassador, advocate, and fundraiser. The President cultivates and nurtures an environment that attracts and supports high-quality, high-performing, and successful students, faculty, and staff. While providing clear, strong leadership to the senior administration, the President makes prudent financial and

DelVal's Fast Facts

Founded: 1896

Campuses: 3 campus locations on over 1,000 acres

Academic Programs: 28 undergraduate majors, nine master's programs, one doctoral program, and certificate and adult programs

Students: 1,710 (including 1,461 full-time) undergraduate students and 487 (including 162 full-time) graduate students in Spring 2021

Student to Faculty Ratio: 13:1; average undergraduate class size of 15

Full-Time Faculty: 98

Full- and Part-Time Staff: 225

Living Alumni: More than 17,000

Student Clubs: More than 70

Athletics: NCAA Division III; 24 intercollegiate teams

FY 2021 Budget: \$49.3 million

Assets (as of 06.30.20): \$108.5 million

Endowment (as of 03.31.21): \$35.8 million

Location: Doylestown, PA, 30 miles north of Philadelphia, 78 miles west of New York City, and 163 miles north of Washington, D.C.

managerial decisions that ensure the integration of academic and fiscal strengths. The President also leads, and actively participates in, the securing of individual, government, foundation, and corporate financial support. Reporting to the University's Board of Trustees, the President provides vision and entrepreneurial, transformational strategic leadership, and implements university policies.

The President promotes DelVal and the values of a practice-based education to audiences throughout the Greater Philadelphia region and the United States. Such constituencies include alumni; donors; business, healthcare, and civic leaders; elected and appointed officials; state, federal, and international agencies; professional and higher education associations; and the general public.

The President oversees eight direct reports, including Vice President for Academic Affairs and Dean of the Faculty; Vice President for Campus Life and Inclusive Excellence; Vice President for Enrollment Management; Vice President for External Affairs; Vice President for Finance and Administration; Director of Human Resources; Chief of Staff; and an Executive Assistant. (Please see **Appendix B** for the current Organizational Chart of the President's direct reports.)

KEY PRIORITIES

Drawing upon DelVal's strengths and assets, the next President will act to:

▲ **Develop and execute a shared strategic vision for the future**

The President will need to cast a vision by facilitating a collaborative, nimble, and flexible process to select priorities and initiatives, *e.g.*, investing in existing and new academic expansion, developing a comprehensive philanthropic plan, and forging community and industry partnerships. Equally, the President shall be prepared to abandon those institutional elements that no longer contribute to the University's success. The President will need to balance the tradeoffs necessary to seize opportunities.

▲ **Ensure successful revenue expansion, fundraising, and financial sustainability**

The Board expects the new President to develop and execute a comprehensive financial blueprint for DelVal to prosper. Such a plan will utilize analysis of relevant information to formulate strategic investment actions; grow programs with attention to quality and return on investment; incorporate enrollment best practices; recognize emerging business employment trends; and embrace the President's role as a fundraiser to secure DelVal's future.

▲ **Build relationships and forge partnerships**

The President is expected to develop strong connections to a wide variety of constituencies, including faculty, staff, students, the Board of Trustees, alumni, donors, and external partners. The President is expected to be present, visible, and accessible; to value the work of others; and to operate through principles of shared governance. The President is expected to be an entrepreneurial, transformational leader who will serve as the University's chief fundraiser, garnering philanthropic support and working with community partners to create E360 opportunities, internships, and employment for students. The President will need to respond to all these expectations while advancing the goals of the University.

▲ **Support the faculty and academic program excellence**

As a cornerstone of DelVal, the faculty is passionate about teaching, student success, research, and scholarship and supports a broad array of academic programs. The breadth of DelVal's academic programs offers both advantages and challenges. The institution will benefit from a regular review of data and market trends to assess the uniqueness, competitiveness, and sustainability of the University's academic programs.

▲ **Embrace the ethos, mission, and values of DelVal**

DelVal's students and alumni value their close relationships with faculty and staff, and the University is an intimate, close-knit community. The new President must honor DelVal's history and work tirelessly to secure its future.

CANDIDATE PROFILE

Delaware Valley University seeks candidates demonstrating the following experience and abilities:

▲ ***Passion for DelVal's Mission and Future:***

- A burning passion for a practical applied education and values; thoughtful in preserving DelVal's commitment to experiential education and its potential to create engaged learners and to position them successfully to pursue graduate study and professional endeavors.

▲ ***Leadership, Vision, and Professional Distinction:***

- Proven excellence in academic and administrative executive leadership in higher education, business, government, or nonprofit environments.
- Strong academic credentials and the intellectual curiosity and gravitas to promote the academic focus of DelVal; terminal degree preferred.
- Demonstrated experience in the development of a vision and execution of a strategic plan; evidence of building academic or professional programs and/or lines of business of significant scale and impact.

▲ ***Innovative, Entrepreneurial Leadership:***

- Proven experience combining existing resources in new and innovative ways to create value; proof of an ability to take informed risks, leverage strengths, and enable new ventures.

▲ ***Fundraising Track Record:***

- Demonstrated success securing financial support and gifts from individual and institutional donors, with an ability to steward donors.

▲ ***Business Acumen and Financial and Operational Effectiveness:***

- Evidence of organizational skills essential to managing a large enterprise, such as strategic financial planning; budgeting; the development of achievable business plans; analysis and generation of innovative revenue streams; prudent expense control; and experience optimizing technology, cybersecurity, and systems.
- Evidence of an astute understanding of finances and the relationship between priorities and budgeting; the ability to extract insights from data to inform decision-making.

▲ ***Commitment to Diversity and Inclusion:***

- Broad experience with diverse cultures and communities; proven capacity to embrace diversity in all aspects, ensuring that DelVal can recruit, welcome, retain,

and build an integrated, inclusive, and diverse community of students, faculty, and staff, where everyone enjoys a strong sense of belonging.

▲ **Track Record of Developing and Strengthening Collaborations and Partnerships:**

- Proven track record in identifying, cultivating, and nurturing relationships with partners.

▲ **Proven Change Management and People Experience:**

- Demonstrated ability to work with a broad set of constituencies to design and execute institutional transformation and to manage change.
- Proven capacity to develop, inspire, foster teamwork, and instill accountability.
- Experience working with a Board and assisting Trustees to achieve their full potential to advance the University's goals.

▲ **Inspiring Leadership and Personal Style:**

- Evidence of an inclusive and decisive leadership style that brings clarity; willing to consult and listen; and able to move with agility and a sense of urgency.
- Demonstrated ability to be an articulate, persuasive communicator and to raise visibility for the institution; able to represent DelVal with ease and energy in front of multiple audiences.
- A fair-minded and effective negotiator, with a track record of building trust, respecting others, and maintaining the highest standards of ethics and integrity.
- Confident, with strong interpersonal and intrapersonal skills.

Delaware Valley University has been and continues to be morally and legally committed to the principle of equal employment opportunity. It is University policy to employ individuals on the basis of their ability to perform the required job duties. Decisions regarding recruitment, selection, placement, transfers and promotions of employees will be based on job-related criteria without regard to the individual's race, color, religion, national origin, age, sex, sexual orientation, veteran or marital status, or any disability which is unrelated to the individual's ability to perform the job. The equal employment opportunity officer for Delaware Valley University is the Director of Human Resources.

Candidate screening will begin immediately and continue until an appointment is made. Nominations, inquiries, and applications (including a cover letter, CV, and the names of five references) should be directed in confidence electronically to DelValPresident@divsearch.com.

SEARCH TEAM

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APPENDIX A: DELAWARE VALLEY UNIVERSITY: INSTITUTIONAL OVERVIEW



Founded in 1896 as a small private institution dedicated to “science with practice,” Delaware Valley University (“DelVal”) has always emphasized teaching and learning in the classroom and through practical hands-on experience. DelVal’s founder, Joseph Krauskopf, was a rabbi, leader of Reform Judaism, and social justice activist inspired by discussions with Leo Tolstoy to create a school to provide training in agriculture as a way to eradicate poverty. He established the National Farm School on his 100-acre farm in Doylestown, PA, hiring two faculty members to teach an initial class of six students. The school was open to boys of all faiths and backgrounds. The curriculum combined academics with work experience, and the students helped run the farm and grow their own food.

Over decades of growth, the National Farm School became the National Agricultural College in 1948, Delaware Valley College of Science and Agriculture in 1960, and Delaware Valley College in 1989. The campus became co-educational in 1969. In 2015, with the approval of the Pennsylvania Department of Education, DelVal became a university. Through these iterations and with the addition of broader undergraduate and graduate programs, DelVal has remained committed to the marriage of the

theoretical and the practical. Experiential education remains its hallmark and a required part of its curriculum.

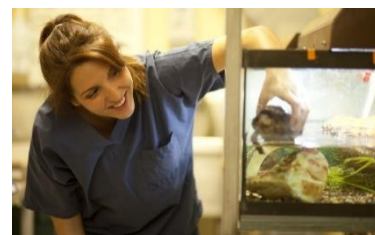
In 1992, the school added a second campus location, in nearby North Wales, PA, thanks to the generous gift of Mrs. Edythe Roth; today, this location is the Roth Center for Sustainable Agriculture. In 2010, the institution secured a \$30 million gift – the largest in its history – from The Warwick Foundation of Bucks County, which included cash and 398 acres of land in Jamison, PA, about fifteen minutes from the main campus. The land was once home to the Gemmill family, who started and administered The Warwick Foundation of Bucks County.



Today, Delaware Valley University encompasses more than 1,000 acres across three locations. As a four-year, multidisciplinary college, DelVal offers rich programs in the life, physical and agricultural sciences, business, and the humanities, with more than 25 undergraduate majors, nine master's programs, a doctoral program, and a range of complementary adult education courses. DelVal uses its extensive campus as a functional learning environment, creating a real-life, open-air classroom for many of its academic disciplines.

DelVal's academic programs are delivered through four schools: the School of Agriculture and Environmental Sciences; the School of Business and Humanities; the School of Life and Physical Sciences; and the School of Graduate and Professional Studies. DelVal is accredited by the Middle States Commission on Higher Education. The next Middle States reaffirmation evaluation will conclude in 2023.

Located in Doylestown, PA, the seat of scenic Bucks County, DelVal is about 30 miles north of Philadelphia and 78 miles west of New York City. The campus has a regional rail service stop for easy access to Philadelphia, New York City, Baltimore, and Washington, D.C. Doylestown is home to several historic sites and museums, including the Mercer Museum, Fonthill Castle, the James A. Michener Art Museum, and the Moravian Pottery and Tile Works. In addition, Doylestown has a variety of art, music, and cultural organizations, while the region features parks, nature preserves, and other recreational sites for a range of outdoor activities. In 2019, *USA Today* named Doylestown a winner of its Best Small Town Cultural Scene award.



Mission and Core Values

Mission Statement

We are inspired by the ideals of our founder, who in 1896 emphasized respect for all people and ideas, who honored knowledge with practice, progress and the common good. Our historical commitment to experiential learning integrates theory and practice and prepares undergraduate and graduate students to meet the challenges of a complex global environment and to engage in lifelong learning. We provide students with the requisite skills and a spirit of inquiry that enrich and inform their lives, prepare them to pursue meaningful careers, and fulfill societal, community and family responsibilities.

Core Values

Respect All People

Our community serves all stakeholders with care and dignity. We are intensely focused on both the welfare and growth of each of our students, and we support their development as global citizens who achieve meaningful success in their careers and in their lives.

Value the World of Ideas and Differences

Our community recognizes the necessity of cultivating curiosity and honoring diversity. We engage with ideas that challenge us and with people different from ourselves, showing deep respect for diverse points of view and backgrounds.

Pursue Excellence

As an institution dedicated to teaching and learning, we are committed to seeking excellence in all we do in academics, student life, and all support services, which leads to life-changing educational experiences. We live in a learning environment that nurtures scholarship, imagination and creativity, and embraces innovation and change, allowing each one of us and our whole community to thrive in a challenging world.

Live Each Day with Integrity

As stewards of our institution's greater good, we are individually accountable for each of our commitments, taking the right path over the expedient one. We stand up for what is right, for ourselves, for others, and for the natural world.

Teach, Learn and Serve with Passion and Commitment

Our community creates an environment in which educating our students and serving our constituencies are responsibilities we embrace with passion and commitment.

Act as One Learning Community with One Purpose

We practice higher education as a team – we are all invested in one another's success and intend to make a difference in the world!

DelVal offers undergraduate degree programs in Agribusiness; Animal Science; Biology; Business Administration; Chemistry; Conservation and Wildlife Management; Counseling Psychology; Criminal Justice; Crop Science; Dairy Science; Environmental Science; Equine Management; Equine Science; Food Science; History, Policy and Society; Horticulture; Interdisciplinary Studies; Landscape Architecture; Landscape Design/Build; Media and Communication; Nutrition Science; Restaurant and Food Service Management; Secondary Education; Small Animal Science; Sustainable Agriculture Systems; Turf Management; Writing and Literary Studies; and Zoo Science. Associate degrees in Business Administration and Equine Studies, as well as bachelor's degrees for part-time students, are offered through the Office of Continuing and Professional Studies. The pre-professional program is designed for students interested in careers in veterinary medicine, human healthcare (dentistry, medicine, or optometry), or allied health care (physical therapy or occupational therapy).

DelVal's graduate programs include master's programs in Agribusiness Management, Business Administration, Counseling Psychology, Criminal Justice, Education, Healthcare Administration (in partnership with Doylestown Health), Management and Organizational Leadership, Physician Assistant Studies (Fall 2022), Speech-Language Pathology (Fall 2022), and a doctoral program in Educational Leadership (with two areas of study: Higher Education Leadership and School Administration – K-12 Superintendent). In addition, DelVal students can participate in 4+1 programs – wherein they can obtain both their bachelor's and their master's degrees in five years – in Agribusiness Management, Business Administration, Criminal Justice, Healthcare Administration, and Management and Organizational Leadership.

All DelVal undergraduate students gain real-world, hands-on experience through the award-winning Experience360 (E360) program, and these activities are reflected in a co-curricular transcript that incorporates experiences such as internships, study abroad, research and civic engagement.



DelVal students have the opportunity to participate in more than 70 clubs and organizations. DelVal participates in the NCAA Division III Middle Atlantic Conference, fielding 24 intercollegiate sports teams. Approximately two-thirds of undergraduate students live on campus.



The faculty has been represented in collective bargaining by the American Association of University Professors (AAUP) since 1994. The collective bargaining agreement is currently in negotiation, as the current agreement expires in August 2021. The custodial staff is also unionized and represented by the Teamsters Union; its current agreement expires during summer 2021.

DelVal's campus comprises more than 1,000 acres that operate as living laboratories for students. The campus features equine facilities, livestock facilities, farming operations, numerous laboratories, and state-of-the-art greenhouse renovations. Noteworthy features include the Henry Schmieder Arboretum, The Gemmill Center, The Roth Center for Sustainable Agriculture, and equine facilities.

- ▲ The Henry Schmieder Arboretum encompasses 40 acres of DelVal's main campus. The Arboretum complements the mission of the University, providing a living collection of plants that supports DelVal's curricular needs and serves as a "green resource" for the surrounding community. After over a year of research, visioning and discussion, the Arboretum is entering an exciting period of transformation, repurposing and rebirth as it evolves into The Learning Gardens, with a new dedication to education and learning. The Arboretum is a member of the American Public Gardens Association and Greater Philadelphia Gardens.



- ▲ Gifted to DelVal by The Warwick Foundation of Bucks County in November 2010, the Gemmill Center, formerly known as "Five Spruce Farm," comprises 398 acres in Warwick Township. There are 150 tillable acres, currently used for field crop production. Various departments utilize the land for laboratory purposes. The livestock departments use the pastures for summer grazing. The six-acre orchard supplies fruit for the main campus food service. The main house is used for meetings and retreats.
- ▲ Located in nearby North Wales, PA, the Roth Center for Sustainable Agriculture serves as the living laboratory space for DelVal's major in Sustainable Agriculture Systems. It demonstrates a production system built on three principles:
 - ◆ Long-term profitability
 - ◆ Good stewardship of environmental resources
 - ◆ High quality of life for the farmer and community

The Center provides space for student lab projects, class demonstrations, and faculty research. Students have the opportunity to gain practical experience in this diverse atmosphere through school-year and summer employment. The community is invited to observe various projects, volunteer with garden maintenance, and attend educational programs. A portion of the Roth Center is dedicated to a hands-on demonstration of farm life circa 1890-1910.

- ▲ DelVal's on-campus equine facilities include the Equestrian Center and the Sydney J. Markovitz Equine Breeding Center. The Equestrian Center serves as DelVal's training facility where equine students take classes in riding skills, practical management, and equine training. Competitive intercollegiate teams also practice at the Equestrian Center. The facility is equipped with a 52-stall barn and a range of indoor and outdoor exercise facilities.

The Sydney J. Markovitz Equine Breeding Center is home to stallions and a broodmare herd, including competitive Standardbred racehorses. The horses and foals are handled daily by



students and staff. Working closely with full-time faculty and the stable manager, Equine Science and Equine Management students have the opportunity to play an integral role in the daily management of the facility. In alignment with the DelVal commitment to experiential learning, students also actively assist with foaling and breeding procedures. The facility is equipped with a 24-stall barn (including a four-stall stallion barn), a reproductive lab with diagnostic equipment, a foal monitor alert system with on- and off- campus access, and run-out and turnout pastures. The facility supports up to four stallions, 25 mares, and 15 foals per season.

The average tuition for first-year, full-time undergraduate students in the 2019-2020 academic year was \$38,070, with total costs for residential students averaging \$54,680. DelVal distributes approximately \$36 million in financial aid annually, so the average net cost for freshmen in 2019-2020 was \$26,420. For the 2020-2021 academic year, DelVal was one of the first institutions in the country to freeze its undergraduate tuition and fees in response to the COVID-19 pandemic.

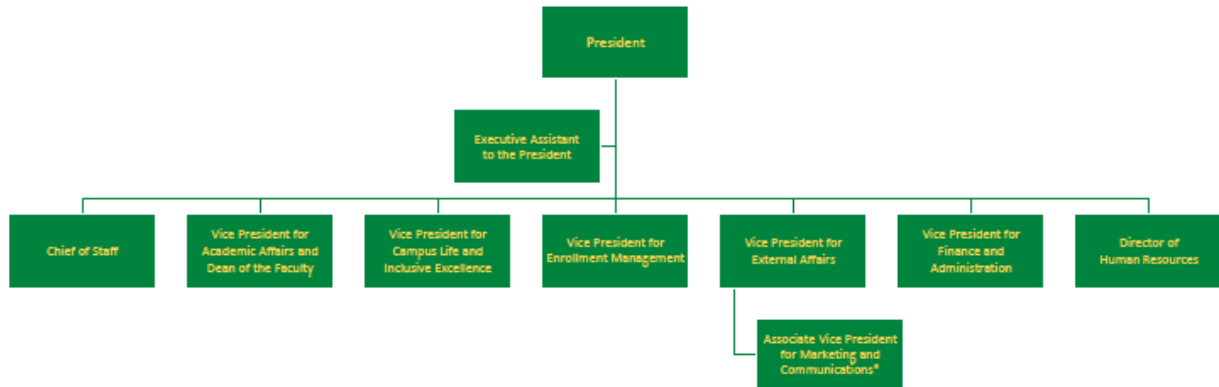
DelVal is governed by a Board of Trustees that can have up to 25 members and currently has 22 members. Each Trustee can serve for up to three consecutive four-year terms. The President is a member of the Board.

In 2019, the University's Board of Trustees endorsed DelVal's strategic plan, which was developed after a comprehensive effort that involved more than 175 members of the campus community. Anchored by DelVal's commitment to a dynamic and inclusive culture and to the University living its core values, the strategic plan identifies five priorities or pillars:

- ▲ Advance Student Success
- ▲ Engage All Learners
- ▲ Experiential Education
- ▲ Enhance Faculty and Staff Excellence
- ▲ Expand Community and Industry Partnerships

APPENDIX B: PRESIDENT'S OFFICE: ORGANIZATIONAL CHART

**Organizational Chart -
Direct Reports to the President and Cabinet Members**



**Cabinet position, but not direct report to the President*