

# MUHLENBERG

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## COLLEGE



### President Position Description 2014

## **Muhlenberg College President**

The Board of Trustees of Muhlenberg College and the Presidential Search Committee invite applications and nominations for the position of President. The President serves as the chief executive officer of the College, reporting to the Board of Trustees. The new President is expected to assume office July 1, 2015.

The next President of Muhlenberg College will be a dynamic leader able to develop, communicate and implement a compelling strategic vision to build and expand upon the school's strong foundation of success. She or he must serve as a catalyst, working with the trustees, faculty, staff, students, and alumni, to clarify the College's areas of excellence, to garner resources for the enhancement of its academic mission, to champion the transformative power of residential education, to assess risk and to innovate in a period of dramatic change in higher education, to further foster and value the human spirit that underpins the College's history and thrives on its campus, and to establish and achieve a set of institutional goals that will differentiate and sustain Muhlenberg in a highly competitive environment.

Strong candidates will have a record of achievement, or demonstrate capabilities, in executive leadership, fundraising, and experience in a mission-oriented institution. Other attributes must include intellectual curiosity, excellent communication skills, results oriented focus, and the ability to foster a team environment in which efforts are purposeful and accountability is expected. Other qualifications that are desirable, but not required, include previous experience as a college president at a private liberal arts college, or another senior leadership position in higher education. Knowledge of issues surrounding private college liberal arts education and experience building and strengthening alumni relations, sharpening or developing institutional brand, and leading diversity initiatives are strongly preferred.

### **MUHLENBERG ([www.Muhlenberg.edu](http://www.Muhlenberg.edu))**

Founded in 1848, Muhlenberg College is a private, residential, undergraduate, coeducational, highly selective liberal arts institution. Muhlenberg enrolls approximately 2200 (FA 2013) full-time students, who are taught by 172 full-time faculty members. The College is known for academic rigor, a faculty who are passionate about teaching, a close sense of community, and powerful outcomes for our graduates. Within a year of graduation well over 90% of Muhlenberg graduates are either enrolled in graduate or professional school or employed. Acceptance rates by medical and law schools typically range between 70% and 90% each year.

The College's mission is to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to life-long learning and to understanding the diversity of the human experience, able to express ideas with clarity and grace, imbued with ethical and civic values, and prepared for lives of leadership and service. The College provides an intellectually rigorous undergraduate education within the context of a supportive, diverse residential community. Muhlenberg's curriculum integrates the traditional liberal arts with selected pre-professional and co-operative pre-professional programs. The College's faculty are passionate about teaching, value close relationships with students, and are committed to the

pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom.

Muhlenberg benefits from its links with a network of colleges and universities in the Lehigh Valley and beyond. Five other private colleges and universities are located within 30 miles of the campus: Cedar Crest College, DeSales University, Lafayette College, Lehigh University, and Moravian College. Muhlenberg and these institutions form a nationally recognized cooperative organization, the Lehigh Valley Association of Independent Colleges (LVAIC). Through faculty exchanges, cross-registration, joint summer sessions locally and overseas, cooperative cultural programs, joint purchasing programs, and other kinds of inter-institutional cooperation, LVAIC expands opportunities for Muhlenberg students and increases the efficiency of all its partner institutions. Muhlenberg also has formal relationships with Columbia, Drexel, Duke, Thomas Jefferson, Penn, and SUNY related to several undergraduate and advanced degree pathways in the health and natural sciences.



### LEHIGH VALLEY

The Lehigh Valley, nestled in the foothills of the Pocono Mountains near Pennsylvania's eastern border, is ideally positioned for residents to take advantage of the region's many cultural, artistic, recreational and business opportunities. Situated 55 miles north of Philadelphia and 90 miles west of New York City and connected by major bus lines to both metropolises, Allentown has a relatively low cost of living and the metropolitan area (Allentown, Bethlehem and Easton) has a population of over 500,000. Manufacturing, service and retail industries make up the majority of the economic base. Home to many active churches and synagogues, four major hospitals, and an international airport, Allentown also features a beautiful parks system, with 17% of the city given over to open space. The city's population reflects considerable cultural diversity, including significant Hispanic, African-American, and Arab-American communities.

The Muhlenberg campus is set on 81 park-like acres in West Allentown, an attractive residential neighborhood. An architectural blend of Collegiate Gothic (such as the Egner Memorial Chapel) and



contemporary buildings (including the Philip Johnson designed Center for the Arts) is positioned around ample green quadrangles (<http://www.muhlenberg.edu/tour/>). Many faculty and staff purchase homes in the immediate neighborhood and send their children to the nearby public schools. To the south, the campus is bordered by Cedar Creek and Cedar Beach Park, with its beloved public gardens, picnic areas, and outdoor sculpture. To the east, members of the Muhlenberg community enjoy the revitalized 19<sup>th</sup> Street area with its classic cinema, restaurants, and boutiques, all within a ten-minute walk from the campus. Off-campus, the College also owns and maintains the 38-acre Raker Wildlife Preserve and the 64-acre Graver Arboretum.

## **BACKGROUND**

The name “Muhlenberg” was adopted in honor of the “patriarch” of the Lutheran Church in America, Henry Melchior Muhlenberg and his family. The sons of Henry Melchior Muhlenberg made important contributions to the early life of our country. General John Peter Gabriel Muhlenberg wintered at Valley Forge with George Washington; Frederick Augustus Muhlenberg was the first speaker of the United States House of Representatives; and Henry Ernst Muhlenberg was one of the most eminent early American scientists and the first President of Franklin College, now Franklin & Marshall College. The College values its long affiliation with the Lutheran Church (ELCA), as well as the religious diversity of its student body. The three largest religious groups on campus are Jewish (31.8%), Catholic (29.9%), and Protestant (19.1%), and are served by an active Campus Ministry.

## **STRATEGIC PLANS**

Over the past decade, Muhlenberg’s trustees have approved two sequential strategic plans. The first of these (<http://www.muhlenberg.edu/committees/stratplanning/>), approved in October of 2004, represented the culmination of more than a year of broad based consultation including the faculty, staff, students, alumni, trustees, and community leaders. This plan, named “The Talents Entrusted to Our Care,” was completed in 2009-2010. Highlights of the plan included a new science building and renovation of existing science facilities; an expansion of the student union, including a new kitchen, server, dining hall, and program space; six new residence halls; a new Multicultural Center; an expansion of the campus Hillel facility; additional academic space for Sociology/Anthropology; 8 new faculty positions; new academic programs in Film Studies, African American Studies, and Public Health; expanded study-abroad opportunities; and expanded opportunities for student research, internships, and service learning.

The second strategic plan was developed in a similarly consultative fashion during 2009-2010, and approved by the Board of Trustees in October 2010. This plan, named “Momentum,” focuses on sustainability initiatives, technology enhancements, faculty development, diversity, and a developmental approach to students’ curricular, extra-curricular, and co-curricular experiences. The plan: <http://www.muhlenberg.edu/committees/strategicplanning/Momentum-Approved.pdf>

## **FACULTY AND ACADEMIC PROGRAMS**

The College's most important resource in the fulfillment of its purposes is its faculty, drawn from the major universities of the United States and several other nations. Three-quarters of the full-time teaching faculty at Muhlenberg hold the Ph.D. degree and 85% hold the terminal degree in their fields; research and scholarship are undertaken with special regard to their relationship to teaching.



The faculty has developed a curriculum that derives from the rich opportunities inherent in the liberal arts tradition, balancing breadth with depth, discipline with flexibility, and continuity with change. As a liberal arts college, Muhlenberg offers programs in the humanities, the natural and social sciences, and in related professional areas such as business, education, pre-medical, pre-law studies and the performing arts. The curriculum intentionally supports cross-disciplinary



study and knowledge development. Students' individual needs are met through a wide catalogue of course offerings enriched by opportunities for independent study and research and self-designed majors. The excellence and integrity of the Muhlenberg program have been recognized by Phi Beta Kappa and by some 13 additional national honorary societies that have established chapters at the College.

Muhlenberg also offers non-residential education through the Wescoe School and its traditional evening college and continuing education programs, a popular accelerated degree program and a variety of lifelong learning opportunities. Many Wescoe School degrees are offered entirely through evening and weekend study. Wescoe School tuition is competitive with other local institutions, and the Wescoe School was recently named the nation's best liberal arts college for veterans by US News and World Report.

Since 1998, over 124 students have earned prestigious awards and finalist status through the Prestigious Awards Initiative. Awards include J. William Fulbright, Barry M. Goldwater, Rotary Foundation, National Science Foundation (NSF), St. Andrew's Society, Medical Science Training Program, Morris K. Udall, Harry S. Truman, Jacob K. Javits, Benjamin A. Gilman, Jack Kent Cooke, Health Professions Scholarship Program (HPSP), Howard Hughes Medical Institute (HHMI), Janet H. and C. Harry Knowles Science Teaching Foundation, Medical Scientist Training Program, National Collegiate Athletic Association (NCAA), National Defense Science and Engineering (NDS&E), National Physical Science Consortium, Irish Research Council for Science, Engineering & Technology, Carnegie Endowment Junior Fellowship, Uniformed Services, U.S. Environmental Protection Agency National Network for Environmental Management Studies (NNEMS), and U.S. Environmental Protection Agency Science to Achieve Results (STAR). The College has been particularly prominent in Fulbrights (16), Goldwaters (6), HPSP (8), NCAAs (8), NSFs (10), St. Andrew's (9), Truman (2), and Udall (4).



Muhlenberg is accredited by the Middle States Association of Colleges and Secondary Schools, the Department of Education of the Commonwealth of Pennsylvania, and the New York State Board of Regents. The College is on the approved list of the American Chemical Society. It is also a member of the Council for the Advancement and Support of Education, the American Association of Colleges of Teacher Education, the College Entrance Examination Board, the Pennsylvania Association of Colleges and Universities, The Annapolis Group, and the National Collegiate Honors Council.

#### **DEVELOPMENT AND ALUMNI RELATIONS**

Muhlenberg College has approximately 25,000 living alumni, of which approximately 17,500 reside in the mid-Atlantic region. Of the living alumni, approximately 22% annually support the College. The Muhlenberg Fund receives approximately \$2 million in unrestricted gifts annually. Its continued growth as well as increased alumni participation will be a priority in the coming years. The College is particularly proud that so many parents of current students make charitable contributions every year: over 49% in FY'13. Approximately 64% of faculty and staff also supported the Campaign with gifts and pledges. Over the past five years the College has averaged approximately \$8 million

annually in total cash-in gifts and grants, with alumni contributing approximately 31%, bequests approximately 20%, foundations and corporations approximately 20%, parents approximately 11%, and the balance coming from friends, government grants and other sources of support.

On June 30, 2010 the College successfully completed the largest (and longest) capital campaign in its history, *The Talents Entrusted to Our Care*. Over \$110 million was raised (in a campaign that began in 1999), exceeding the \$105 million goal. The campaign secured approximately \$35 million for capital improvements, \$35 million for endowment, and \$35 million for current operations. During the Campaign the College received the largest individual gift in its history, a bequest from Richard “Doc” Williams ’39 of approximately \$7.2 million.

As part of a drive to increase financial aid for undergraduates, Muhlenberg College launched a mini-campaign called Muhlenberg Match in September 2013. The College designated \$10 million to match 1:1 any newly established endowed scholarships or new gifts to established endowed scholarships from \$25,000 to \$250,000. The Muhlenberg Match Scholarship Challenge doubles the size of donor gifts to establish scholarships and closes the affordability gap for students of financial need. Additionally, the College committed \$1 million in matching funds to help provide stipends for students who may not be able to afford the full cost of some enrichment opportunities such as study abroad, student research and programming offered through departments like the College's Career Center and Academic Resource Center. To date, over \$2 million in gifts have been committed to these initiatives.

The long list of foundations and other funding sources supporting the College’s recent initiatives offers impressive third-party endorsement of Muhlenberg’s planning and high standards. These include: The Alden Trust, the William Randolph Hearst Foundation, the Arthur Vining Davis Foundations, Andrew W. Mellon Foundation, William and Flora Hewlett Foundation, Camille and Henry Dreyfus Foundation, Kresge Foundation, National Science Foundation, National Institute of Health, The Oak Foundation, NASA, United States Department of Education, United States Department of Labor, United States Department of Agriculture, and the Pennsylvania Department of Education.

#### **ADMISSIONS AND FINANCIAL AID**

Muhlenberg’s admissions profile remains highly competitive. Over the past fifteen years, from 1998-2013, the College’s applications have grown from 3,037 to 5,152 for the 580 places in the first-year class. Academic quality as measured by standardized test scores has risen from 1161 combined CR/M in 1998 to 1231 in 2013. The College selects students who give evidence of ability and scholastic achievement, seriousness of purpose, quality of character and the capacity to make constructive contributions to the College community.

Over the past decade, the College has controlled its discount rate at eight to ten percentage points below the national average for private liberal arts colleges (37.5% for entering first-year students in fall of 2013), while offering a combination of need-based and merit-based financial aid to approximately eighty-five percent of the student body.

## STUDENT LIFE

The majority of Muhlenberg students come from New Jersey, Pennsylvania and New York. However, efforts to diversify the geographical representation now mean that current students come from thirty-eight states, the District of Columbia, and six foreign countries. Increasing ethnic and international diversity remains a priority for the College. In the most recent year, the first-year class reflected 15.2% ethnic diversity—up from 12.2% the year before.

The College is a partner with the College Greenlight Program which puts it in touch with nearly 400 community based organizations across the country, as well as the Say Yes to Education Foundation, which is working with socioeconomically disadvantaged students in Syracuse, New York City and Philadelphia. In addition, the College has just joined the International Education Consortium (IEC), and partnered with New Oriental, both working to recruit students from China; the Afghan Girl's Fund works to bring Afghan students to campus; and has joined with the Open A Door Foundation to bring Rwandan students to campus. Several student organizations and a Multicultural Center support multicultural life on campus. The campus community also celebrates and is invigorated by the religious diversity on campus. What's more, the College is intentionally supportive of many kinds of diversity, including ethnic, religious, sexual orientation, and gender identity.



The Office of Residential Services manages six traditional residence halls, group interest housing, College-owned Greek houses, the Muhlenberg Independent Living Experience (M.I.L.E.) program, the Village apartment complex, and three suite-styled residence halls, which offer a wide variety of housing options. Approximately 90% of Muhlenberg students live in College-owned housing.

By linking social action with reflection, Muhlenberg service opportunities strive to prepare students for their roles as citizens and leaders while addressing the needs of the surrounding community. The Office of Community Service promotes mutually beneficial collaborations between the college, the Allentown community and beyond by coordinating and supporting Muhlenberg's varied service efforts. Muhlenberg students log up to 50,000 hours of outreach each year, and nearly 75% of students will engage in some form of community service by the time they graduate. The College's strategic plan emphasizes the development of service learning courses in the Muhlenberg curriculum, an effort with which the Office of Community Service is deeply involved.



Muhlenberg has a vibrant Division III intercollegiate athletic program in addition to well-developed intramural and recreational offerings. These programs stress the lifelong value of sports, fitness/wellness, coordination of motor skills, and the thrill of competition. The physical education curriculum emphasizes the principles of fitness and healthy living. The athletics program also takes seriously the opportunities to develop leadership skills within its student-athletes through The Step Up Program, among other activities. Students are given the opportunity to experience a variety of theory courses, fitness activities and lifetime activities. Muhlenberg's 22 varsity teams (11 men's and 11 women's) compete in the Centennial Conference, which includes Bryn Mawr, Dickinson, Franklin & Marshall, Gettysburg, Johns Hopkins, Haverford and Swarthmore, among others.

#### **BUDGET AND FINANCE**

Muhlenberg College's financial management is carefully planned and vigilantly monitored. Recent annual budget totals are approximately \$121 million (FY 2014) and \$125 million (FY2015). Muhlenberg's endowment is approximately \$206 million. The College has balanced its budget consistently for the last 58 years.



## **POSITION DESCRIPTION**

**Title: President**

**Reports to: Board of Trustees**

**Classification: Exempt**

### **Overview:**

The President and Chief Executive Officer reports to the Board of Trustees of Muhlenberg College and is responsible for providing the academic and executive leadership of the College and for directing all aspects of the educational, financial, developmental, administrative and managerial activities and operations of the College. The President bears principal responsibility for ensuring that the College fulfills its mission to help students become independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, knowledgeable about the achievements and traditions of diverse civilizations and cultures, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values and prepared for lives of leadership and service.

As the Chief Executive Officer operating under the authority of the Board of Trustees, the President is responsible for strategic planning; institutional advancement and development; recruitment and admission of students; recruitment, development and retention of qualified faculty; development and maintenance of academic programs, co-curricular programs and student life; maintenance of the physical plant; governmental, community and external relations; and alumni relations and programs.

### **Characteristic Duties and Responsibilities:**

1. Provides leadership, serving as the key strategist and primary advocate for the college externally and internally, maintaining an active campus presence and a strong rapport with faculty, staff, students, and alumni.
2. Oversees development of the basic objectives, policies and strategic and operating plans of the College and submits these to the Board of Trustees for approval.
3. Oversees the work of the Provost and the faculty on curricular and extra-curricular planning and development, educational standards, academic and degree requirements and other matters on which faculty input is critical and vital; ensures maintenance of the College's accreditations with the Middle States Association of Colleges and Secondary Schools and other similar organizations.
4. Ensures that an effective organization plan for the College is in place in keeping with the mission and objectives of the College; initiates and approves changes in organizational structure as circumstances warrant; determines the College's needs for new faculty members and oversees efforts to recruit the best available individuals to fill vacancies on the faculty; and leads the College's efforts to recruit a highly motivated and diverse student body.
5. Serves as the principal development officer for the College raising funds in support of the College; carries the College's message to its various constituencies; works to engage alumni and to increase their participation; identifies and pursues all possible sources of funding consistent with the College's mission, plans and goals.

6. Develops, in consultation with the senior staff and the appropriate committees of the Board of Trustees, the short- and long-range plans for each staff function of the College; delegates to senior staff, within prescribed limits, authority for various types of decisions regarding academic affairs; student affairs; campus life; development; finance, treasury and control; human resources and professional development; and other matters.
7. Ensures that all plans and programs developed by the staff officers and functions are consistent with the overall plans, goals and objectives of the College as established by the President and the Board of Trustees.
8. Provides direction, guidance and professional leadership to each of the staff functions; ensures that these functions are properly staffed and supported in a manner that enables them to meet all of their goals and objectives effectively and efficiently.
9. Administers and coordinates the various functions and departments of the College; monitors the performance of each function and department to ensure that work is being conducted in conformance with the plans, policies, goals and objectives of the College; guides the development and implementation of corrective actions and programs as warranted.
10. Ensures employment of necessary systems and methodologies for planning and budgeting; oversees preparation of plans and related budgets and approves final submissions to the Board of Trustees or the appropriate committees thereof.
11. Keeps the Board of Trustees informed of major issues and developments affecting performance relative to approved plans, objectives, goals and budgets, and management's recommendations and plans with regard thereto.
12. Maintains strong ties to, and good working relationships with the Evangelical Lutheran Church in America (ELCA) and the various synods with which the College has long been affiliated.
13. Ensures installation and periodic updating of appropriate employee compensation and benefit programs; reviews the College's academic and non-academic salary structures with the Compensation Committee of the Board of Trustees and secures their acceptance and support; recommends major new or amended benefit plans for approval by the Compensation Committee and the Board of Trustees.
14. Initiates, or reviews and approves, the employment, compensation, promotion, transfer or termination of employees within the framework of established policies and programs.
15. Oversees the preparation and execution of plans for development of faculty, administrative, managerial and other personnel, including training programs, to meet current needs and to prepare for the successful future operation of the College; reviews periodically with the Board of Trustees plans for succession to key positions, for the purpose of keeping the Board informed and securing their advice and counsel.
16. Ensures the adequacy and soundness of the financial structure of Muhlenberg College, and monitors working capital requirements and programs to provide funds to support current operations and meet capital needs; keeps the Board of Trustees informed regarding these matters and secures its advice and counsel primarily through its Finance Committee.
17. Ensures the installation of sound financial controls to safeguard funds and other assets and to ensure the accuracy of financial statements, and secures the advice and counsel of the Finance Committee of the Board of Trustees and the College's outside auditor regarding these matters.

18. Ensures the adequacy of legal and risk management policies and programs to protect the College, its officers and Trustees and to shield assets from loss.
19. Communicates the College's mission, its services and support, where appropriate, through participation in conferences, associations, forums and other types of organizations and events; represents Muhlenberg in its major external relations.
20. Serves as a member of the Board of Trustees, *ex officio* without vote.

## **Qualifications**

1. Minimum of 15 years of experience in professional pursuits.
2. Advanced degree or an earned doctorate strongly preferred.
3. Demonstrated leadership ability in education, government, business or other professional career path.
4. Demonstrated record of success or strong potential in executive leadership, fundraising and associated functions including Trustee Relations and Board Development.
5. Demonstrated commitment to high-quality undergraduate liberal arts education, and understanding of the requirements of, and characteristics associated with, managing and leading a college or university.
6. Proven general management experience, preferably as the leader of a multi-functional organization, and understanding of organizational issues, planning and controls, operational and capital budgeting, development and fund raising, accounting and financial reporting, human resources practices, and information technology applications and trends.
7. Effective communication skills, both oral and written; ability to report on the College clearly and concisely to the Board of Trustees and its committees, to the various constituencies of the College and to the various associations and accrediting bodies to which the College belongs.
8. Demonstrated understanding of the unique nature of a church-related liberal arts college, the structural limitations and balances of authority in the College and the ability to work with and resolve conflicting viewpoints.
9. Proven personal and professional integrity.
10. Ability to work collaboratively and an interest in being an integral part of the Muhlenberg College community.

### **The Search**

To learn more about Muhlenberg, to nominate a candidate, or to apply, please contact Dr. Jonathan Fortescue or Mr. Richard Celeste at [92082@parksquare.com](mailto:92082@parksquare.com). Documents that must be mailed may be sent to Jonathan Fortescue, Ph.D., Managing Partner, Park Square Executive Search, LLC, 101 Main Street, 14<sup>th</sup> Floor, Cambridge, MA 02142. Phone: 617-401-2981.

Muhlenberg College is an equal opportunity/affirmative action employer committed to recruiting, supporting, and fostering a diverse community of outstanding faculty, staff, and students. All applicants who share this goal are encouraged to apply.

