



March/April, 2002

## **EXECUTIVE SEARCH PROFILE**

### **PRESIDENT**

## **KUTZTOWN UNIVERSITY OF PENNSYLVANIA**



---

### **THE OPPORTUNITY**

Kutztown University of Pennsylvania is seeking a new president who can lead the institution well into the 21<sup>st</sup> century. This is an exciting opportunity for an individual who is committed to the student learner, public higher education, the comprehensive institution, to a strong state system, and to shared governance in a collective bargaining setting.

### **THE UNIVERSITY**

Founded in 1866, the University evolved from a normal school preparing teachers to a multi-purpose Carnegie Master's I institution. Located approximately midway between Reading and Allentown, Pennsylvania. The institution sits on the edge of the Borough of Kutztown - 90 minutes from Philadelphia and 150 from New York City. Convenient air service is available from Allentown.

The main campus consists of 325 acres situated on a hilltop. More than 8,000 students matriculate, with 3,100 residential and 1,000 graduate students. While most students come from the local region, some 20 states and 49 countries are represented. There are approximately 365 full-time faculty members who teach in 51 subject areas at the undergraduate and 21 at the graduate levels. Academic areas are organized as follows: College of the Visual and Performing Arts, College of Liberal Arts and Sciences, College of Business, College of Education, and College of Graduate Studies and Extended Learning. Visual and Performing Arts has achieved an exemplary and national reputation for academic excellence.

Kutztown University is the third largest institution in the Pennsylvania State System of Higher Education. The system comprises fourteen institutions, and is led by a chancellor, who in turn reports to the Board of Governors - the governing board of the system. The presidents report to the chancellor, but are appointed by the Board of Governors. Local Councils of Trustees have 11



members each, with each president interacting with, and serving, the local board. Approximately 98, 000 students are served by the system.

The vision of the system is to "serve the Commonwealth ever more effectively as a dynamic, technologically advanced, integrated network of publicly owned universities focused on learning ... ." Kutztown's vision is to "prepare graduates to succeed in a global economy, to contribute to the economic and social well-being of the state and nation, to assume active roles in their communities, and to lead productive and meaningful lives." The system and institution are fully committed to being learning-centered and to celebrate diversity throughout. For Kutztown, diversity is enhanced because of the large Hispanic/Latino population in the area.

The Middle States Association of Colleges and Schools regionally accredits Kutztown. Its accreditation was reaffirmed in 1998, with the next visit scheduled for 2008. In the visiting team's report, the institution was praised for "a consultative, participatory style of administration and governance and a high degree of respect for the President's leadership style and the willingness of the Provost and other senior administrators to listen to faculty, students and staff." At the same time, the University was criticized for "the prevalence of parallel, non-intersecting approaches to planning, with no coherent, overarching framework which would fully meet the Commission's standard that plans should establish priorities, identify means of implementing the plans, integrate the results of outcome assessment into the planning process, and identify the resources needed for implementation." The University has achieved a number of specialized accreditations and desires to seek AACSB recognition in the future.

## **BACKGROUND**

For the past 12 years, Dr. David E. McFarland, an engineer, has served as president of Kutztown University. He will be retiring as CEO on June 30, 2002. A great deal has been accomplished during his tenure. Two major accomplishments are particularly noteworthy. The physical infrastructure of the campus has been vastly improved and the relationship with the four campus unions has been positive. Of particular significance, the faculty union has a favorable on-going relationship with the president and his administration.

Other accomplishments include: an improved town-gown relationship with Kutztown; the creation of a Small Business Development Center to serve the region; established mutually beneficial public/private partnerships with local/regional/international businesses; productive working arrangements with K-12 and other colleges and universities; the acquisition of a number of grants; two capital campaigns which have raised \$12 million and \$15.2 million respectively; a renowned national/international speaker's forum; nearly \$110 million in construction and another \$45 million underway; wiring most of the campus for the Internet and computer applications; and creating a Pennsylvania German Cultural Heritage Center maintained through private fund raising.

With the infrastructure in place, there are a number of opportunities for the next president. Faculty desire the major emphasis to be on high quality academic initiatives. The administration, faculty, and staff wish to see improved communication, less bureaucracy, and more institutional



autonomy with the State System of Higher Education. They particularly want more emphasis on the academic nature of the institution rather than the business-side of the institution. Many on

campus are very positive about the appointment and initial contacts with the new chancellor. University constituents believe that they are part of a quality institution, but that external audiences may not appreciate the degree of that quality. Thus, they hope that the University's story may be more effectively communicated. Like many states, institutional funding is decreasing (now at approximately 38%). There is a strong need for external funding and internal efficiencies to create more resources. Serving non-traditional students and complying with system performance outcomes tied to funding is making it difficult to meet system graduation and retention goals.

### **CHALLENGES/OPPORTUNITIES**

#### **Major challenges for the next president include:**

- Taking the institution to its next level of academic excellence; achieving AACSB accreditation; identifying other academic areas of excellence and achieving external funding for implementing their development and growth;
- Creating environments in which difference is not just tolerated, but celebrated; attracting, supporting, retaining faculty, staff, and students from diverse populations; maintaining a community characterized by common goals and values, mutual respect, and responsibility;
- Improving communication, cooperation, and implementing mutually satisfactory initiatives between the institution and the state system; working with the chancellor and Board of Governors to develop a more workable budgetary process which is linked to strategic planning/budgeting of the state system and the University;
- Increasing institutional revenues through fund raising, continuing and distance education programs, auxiliary services and internal efficiencies; completing the \$18 million capital campaign and planning for the next major campaign;
- Working effectively with the state system's faculty collective bargaining agreement; building excellent relations with the faculty on campus; streamlining the overall faculty committee work and other shared governance processes;
- Empowering the senior administrative team to be effective leaders; delegating authority while holding the team accountable; maximizing communication on campus by disseminating policies and decisions to all constituents;
- Improving the current technological infrastructure in order to take technology to its next logical step of development; working with faculty and others to use technology in every facet of campus life;
- Developing and promoting distance and continuing education, thereby providing programs to under served regions and populations; and



- Encouraging the faculty and enrollment management leaders to continue efforts to bolster student retention.

## QUALIFICATIONS

The president is the chief executive officer of the University and reports directly to the chancellor of the State System of Higher Education. Reporting to the president are: the provost and vice president for academic affairs, vice president for administration and finance, vice president for advancement and KU Foundation executive director, assistant to the president for human diversity, assistant to the president for enrollment management; vice president for student affairs, and vice president for information technology services.

**The chancellor, Board of Governors, the Kutztown Council of Trustees, and the University community seek a new president who is an inspiring leader, a person of vision, a strategic thinker, who has an open and friendly personality, and who**

- Possesses integrity and high moral values;
- Has substantial senior administrative/management experience; holds a terminal degree from a regionally accredited institution of higher education and/or has an outstanding record of accomplishment in business, public service, or the professions (governing board and system experience is an added plus); is an effective manager of change; prior experience as a president/CEO is a plus;
- Creates an appropriate balance between internal and external priorities; demonstrates a collaborative and open management style;
- Demonstrates a commitment to diversity among students, faculty, and staff;
- Has significant experience in strategic planning, budgeting, financial management, and various software and technological applications; has knowledge of, and appreciation for, collective bargaining processes and models;
- Is enthusiastic about engaging in institutional advancement; is a "people person" who enjoys open communication, active listening, and asking others to invest in the future of the institution; and
- Enjoys students, faculty, and staff and desires to participate in their activities; is student centered and committed to the centrality of learning in student life.



KEY INDICATORS - 2001

Investment in Plant, less depreciation:	\$80.40 million (University owned) \$65.95 million (State owned)
Plant Replacement Insured Value:	\$287.00 million
Cost of Operating Physical Plant:	\$6.45 million
Deferred Maintenance Backlog:	\$54.40 million
Endowment:	\$298,300 (University) \$8.82 million (University Foundation)
Budget:	\$100.80 million
Tuition:	\$4,016 (undergraduate) \$4,600 (graduate)
Student Enrollment:	
2000 - Undergraduate:	7,033
2000 - Graduate:	1,000
2000 - All Students:	8,033
Average SAT Score:	991
Freshmen High School Ranking - 2000-2001:	Percentile Ranking Top 10% = 4% Top 30% = 27%
Freshman Retention Rate:	73.3% (Fall, 1999 cohort)
Graduation Rate:	4 years: 17.6% 5 years: 45.9%
Living Alumni:	33,580
Number of Full-time Faculty:	393 Tenured: 73.3%
Faculty Salaries:	Professor: \$79,483 Associate Professor: \$64,252 Assistant Professor: \$47,333 Instructor: \$37,581
Student/Teacher Ratio:	16:1
Average Class Size:	22
Degrees:	BA, BS, BFA, BSED, BSN, BSW, BSBA, MA, MBA, MED, MLS, MPA, MS



Library Volumes:

492,117

## POLICY

*To be considered, applicants should send a cover letter addressing the Challenges and Qualifications contained in the Profile and include the names and telephone numbers of three references. Please send four sets of your cover letter and CV. Screening for the search will begin immediately and continue until successful completion. Top candidates will receive a number of additional documents including catalogs, accreditation documents, system documents, the strategic plan, university-marketing brochures, institutional research, and audited financial statements.*

As an experienced executive search firm, R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without their consent prior to becoming a candidate.

### FOR FURTHER INFORMATION CONTACT:

**DR. ALLEN E. KOENIG, SENIOR CONSULTANT**

Telephone: (614) 798-0538 Fax: (614) 798-0540  
akoenig@columbus.rr.com

*Please Address All Correspondence To:*

**R. H. PERRY & ASSOCIATES**  
2607 31<sup>st</sup> Street, NW  
Washington, DC 20008

[www.rhperry-registry.com](http://www.rhperry-registry.com)

*The State System of Higher Education and Kutztown University of Pennsylvania are equal opportunity/affirmative action employers.*

[www.Kutztown.edu](http://www.Kutztown.edu)