

Position Description and Ideal Candidate Profile

President

Lincoln University of Pennsylvania



January 2017

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Position: President

Reports To: Board of Trustees

Organization: Lincoln University of Pennsylvania
www.lincoln.edu

Location: Lincoln University, PA

Overview of the University

Lincoln University was founded in 1854 as the nation's first degree-granting Historically Black College and University, or HBCU. Originally chartered as Ashmun Institute, it was re-named Lincoln University in 1866 in honor of President Abraham Lincoln. As Dr. Horace Mann Bond, '23, the eighth president of Lincoln University so eloquently cites in the opening chapter of his book, *Education for Freedom*, this was "the first institution found anywhere in the world to provide a higher education in the arts and sciences for male youth of African descent."

Since its inception, Lincoln has distinguished itself as an institution of higher education and has attracted an interracial and international enrollment from its surrounding community, region, and around the world. The University began admitting female students in 1952, and formally associated with the Commonwealth of Pennsylvania in 1972 as a state-related, coeducational university. Lincoln currently enrolls approximately 2,200 students.

Nestled on a beautiful campus in southern Chester County Pennsylvania, Lincoln is surrounded by rolling farmlands and wooded hilltops and is conveniently located 45 miles southwest of Philadelphia, 15 miles northwest of Newark, Delaware, 25 miles west of Wilmington, Delaware, and 55 miles north of Baltimore, Maryland. The main campus is located on 422 acres near the town of Oxford, Pennsylvania. In addition to the main campus, Lincoln also serves students in Center City Philadelphia and Coatesville, PA.

Lincoln is accredited by the Middle States Association of Colleges and Schools and offers undergraduate academic programs in the arts and sciences and graduate programs in human services, reading, education, mathematics and administration. Lincoln University's International and Study Abroad Program has student participation in Service Learning Projects in the countries of Ecuador, Argentina, Spain, Ireland, Costa Rica, Japan, France, Cambodia, Zambia, Liberia, Ghana, Kenya, Russia, Australia, Thailand, the Czech Republic, Mexico, and South Africa.

During its first 100 years, Lincoln graduated approximately 20 percent of the black physicians and more than 10 percent of the black attorneys in the nation. Lincoln alumni have led more than 35 colleges and universities and scores of prominent churches. They also include U.S. ambassadors; mission chiefs; federal, state, and municipal judges; mayors; and city managers. Today, Lincoln graduates are also making names for themselves in creative and entertainment fields, including as writers, directors, comedians, and film executives. Some of Lincoln's notable alumni include: **Melvin B. Tolson, '24**, an educator and one of the most significant African American modernist poets; **Hildrus A. Poindexter, '24**, the first African American to earn both an M.D. (1929, Harvard University) and a Ph.D. (1932, Columbia University) as well as also the first African American internationally-recognized authority on tropical diseases; **Langston Hughes, '29**, world-acclaimed poet; **Thurgood Marshall, '30**, the first African American U.S. Supreme Court Justice; **Rev. James Robinson, '35**, founder of Crossroads Africa, which served as the model for the Peace Corps; **Roscoe Lee Browne, '46**, author and widely acclaimed actor of stage and screen; **Lawrence (Larry) Neal, '61**, one of the most influential scholars, authors and philosophers of The Black Arts Movement; **Gil-Scott-Heron**, a legendary American soul and jazz poet, musician and author, attended Lincoln in the late 1960s; **Lillian Fishburne, '71**, the first African American female U.S. Navy Rear Admiral; **Dr. Soraya M. Moore Coley, '72**, the 6th President, California State Polytechnic University, Pomona; **Fred Thomas, Jr. '91**, actor, director and three-time NAACP award-winning playwright and **Brittney Waters, '13**, professional women's basketball player for the Ulster Rockets in Ireland.

Many of Lincoln's international graduates have become outstanding leaders in their countries, including **Nnamdi Azikiwe, '30**, the first president of Nigeria; **Kwame Nkrumah, '39**, the first president of Ghana; **Sibusiso Vil-Nkomo, Ph.D., '81**, the first Black dean of the University of Pretoria after the dismantling of Apartheid, and his wife, **Renosi Mokate, '81**, former executive director of The World Bank Group as well as former CEO, South Africa Energy Fund, **Tjama Tjivikua, Ph.D., '83**, the first rector of the Polytechnic of Namibia in Windhoek and **Saara Kuugongelwa-Amadhila, '94**, the first female Prime Minister of Namibia.

Lincoln University is one of the largest employers in southern Chester County with 316 full-time and 148 part-time employees, the majority of whom are Pennsylvania residents.

Vision and Mission

Vision

As a global institution, Lincoln University has an expert workforce that offers progressive and comprehensive programs marked by effective support systems and sound fiscal practices. The University combines the elements of a liberal arts and science-based undergraduate core curriculum with selected graduate programs. The institution is a place where people come willingly to learn, teach, work and visit.

Lincoln University's faculty provides scholarship, personal development, social responsibility, cultural enrichment and innovation that prepare individuals for careers and leadership positions to enhance the quality of life for all people and meet the challenges of a highly technological and global society.

Mission

Founded in 1854, Lincoln University, the nation's first degree-granting Historically Black College & University (HBCU), is committed to maintaining a nurturing and stimulating environment for learning, teaching, research, creative expressive and public service for a diverse student body, faculty and workforce. With a myriad of firsts to its credit and a tradition of producing world leaders, the University engages in programs that increase knowledge and global understanding. The University's diverse student body and expert workforce foster a supportive environment for professional and personal growth and mutual respect.

Core Values

The core values of the institution are **SECURE**:

- The University prepares its **students** to use their gifts and resources to advance the well-being of its community and to meet the challenges of a global economy.
- The University considers **excellence** a standard in its academic, social, technological, economic, environmental, and spiritual pursuits.
- The University cultivates a culture of **care** and service among its community, which ultimately benefits the world at large.
- The University fosters **understanding** and mutual respect for the contributions and perspectives of its diverse student body, faculty, staff, alumni, surrounding and global communities.
- The University **respects** its traditions and reveres its storied legacy.
- The University's identity and its work are guided by integrity and sound **ethical** values.

Institutional Learning Outcomes (ILOs)

- Effective Communication
- Technology and Information Literacy
- Diversity Awareness/Cultural Awareness
- Social Responsibility and Civic Engagement
- Critical Thinking
- Institutional Fidelity
- Financial and Quantitative Literacy
- Integrative & Life-Long Learning

Lincoln University is poised for growth and the pursuit of a strong future as it focuses on seven strategic imperatives: Academic Excellence; Student Success; Research and Scholarship;

Institutional and Operational Excellence; Sustainability; Community Engagement; and Globalization and Diversity.

Overview of the Opportunity:

Lincoln University is held in high esteem by many loyal alumni and long serving members of its faculty and staff. The nurturing, family-like atmosphere is especially attractive to students who value the support they receive in the intimate setting Lincoln offers. Lincoln is viewed as a valued member of the community it serves and is among the top 20 HBCU's in the country. The University is at a major inflection point where the right leader will have an enormous impact on Lincoln's future success.

Lincoln seeks an innovative, decisive, strategic, energetic leader with a deep commitment to the value and importance of higher education, who will embrace the history and legacy of Lincoln while leading the university's growth, strengthening its academic offerings, and assuring its financial stability. The president will create a campus climate that encourages the development and retention of exceptional talent; embraces student involvement, access, interaction and success; fosters high levels of morale and engagement; promotes respectful and effective working relationships; prioritizes a high quality service culture; and cultivates an environment that encourages academic excellence and success.

Lincoln offers a vibrant and nurturing family-oriented campus that is poised for growth and in need of sustained leadership. The Lincoln community is poised to welcome and embrace a new leader who embodies a spirit of respect, innovative thinking, and sound leadership in making the decisions that build upon Lincoln's current assets.

Some of the specific action items and responsibilities the new President will face are listed below:

- Raising the profile and visibility of Lincoln University through public engagement, partnerships, marketing, and institutional advocacy.
- Recruiting and retaining high academic achievers to Lincoln University and strengthening academic standards.
- Promoting academic innovation through the continued review of all existing academic programs for relevance and strengthening the University's position in today's marketplace. Leveraging technology to increase academic offerings through online education.
- Establishing and executing sound management and financial principles and maintaining fiscal stability, given the reality that Lincoln University, as a state-related university funded in part with appropriations from the Commonwealth of Pennsylvania, is largely a tuition and fee-driven funded institution.

- Ensuring the fiscal strength of Lincoln and managing the University's financial dynamics, measurements and institutional processes (budgeting, costs, revenues, overhead, balances, and investments).
- Continuing the positioning of the University in Chester County as part of the economic viability of the region and building strong linkages with leaders, civic, business and non-profit sectors and supporting programs in the surrounding communities to increase the visibility and reputation of Lincoln. Identifying opportunities that promote economic development.
- Establishing credibility and influence with local, state and federal officials and organizations irrespective of party affiliation.
- Building a strong and cohesive leadership team needed to create the operational infrastructure to support the University's mission and priorities.
- Charting a course of action that respects faculty, students and staff, and the institutional culture, while moving the culture and key stakeholders forward to meet the stated goals and challenges.
- Reviewing, updating and changing present strategic plans that align with agreed upon priority objectives of the Board of Trustees, faculty, the executive leadership team, and other relevant constituents.
- Strengthening relationships with alumni to leverage their connection and strong commitment to the institution to solicit a solid volunteer base, increase alumni giving and involvement, and cultivate a quality pipeline of potential students.
- Increasing gifts and grants from individuals, alumni, corporations and foundations.
- Understanding and operating in a climate of accountability for both fiscal stewardship and academic success, which requires a high level of transparency and a high level of engagement in institutional issues with greater assurance of institutional accountability.
- Growing the University's endowment to a level needed for a university of Lincoln's stature as well as to alleviate the dependency on funding from the Commonwealth of Pennsylvania.
- Continuing to develop processes and plans to rehabilitate the University's physical plant and infrastructure, including residence halls, using private gifts and grants or other funding sources.

- Maintaining excellent relationships with elected officials to secure annual capital funding for renovations and new construction through the State-related Capital Project funding process.

Key Characteristics and Selection Criteria

Lincoln University's mission, history, location, and aspirations suggest particular values and competencies that should be in the University's next president. The president will be an effective and politically astute communicator who will recognize the importance of building consensus and providing leadership on the basis of influence, credibility, respect, and transparency. As a leader and a team player, the president will recognize that results are accomplished through, and with others. S/he will value staff and faculty and the critical roles they play in the lives of students. The president will be student-friendly, academically strong and administratively gifted.

Required Qualifications and Experience:

- Candidates should have a distinguished record of senior leadership experience and professional achievements in higher education, or an equivalent level of functional responsibility in a related setting such as business, government, philanthropy or nonprofit enterprises.
- A proven track record of success in building and cultivating financial support through fundraising and other strategies for revenue growth.
- Demonstrated experience in organizing and managing the human, financial, and capital resources of a university, private enterprise, government entity, major nonprofit organization or other similarly complex organization, and in developing, empowering, and coordinating a skilled leadership team. Must possess a significant level of financial and operational acumen as well as the ability to set strategic priorities and make difficult decisions.
- Exceptional communications skills to include public speaking and experience interacting with the media. Demonstrated ability to relate well to others in an academic environment as well as with business, community and political leaders, and to work effectively with a variety of internal and external stakeholders.
- Experience in building, mentoring, and motivating a supportive staff; displaying fair judgment in recognizing talent; a successful track record of recruiting, retaining and inspiring a talented team committed to excellence. Experience working with collective bargaining units desirable.

- Experience and capacity to take advantage of the opportunity to create a leadership team that will provide consistent and stable leadership over the long term.
- Experience working closely and successfully with a governing board.

Desired Personal Characteristics:

- ***Student-centered*** – a student-focused leader who makes student success a priority for the continued improvement of retention and graduation rates. Embraces all aspects of the student experience and is willing to engage with students and welcome their input.
- ***Respect for Lincoln’s historic legacy and traditions of HBCUs*** - An ability to build on Lincoln’s history and heritage while working with the Board of Trustees to develop and promote a vision for Lincoln University. A commitment to Lincoln's mission, with its focus on opportunity and access, and an inclination and capacity to support quality in Lincoln's academic programs. Values and embraces the traditions of our nation’s HBCUs and understands the mission, the purpose, and the current state of HBCUs and how they are impacted by changes across the higher education landscape.
- ***Academic leadership and commitment to academic excellence*** - A commitment to increasing academic quality and rigor, attracting outstanding faculty, and developing new programs consistent with the knowledge and skills Lincoln graduates need to have - now and into the future. Respected in his/her chosen discipline and committed to strengthen the academic culture at Lincoln. Demonstrates a deep commitment to the value and importance of higher education and the impact Lincoln can have on its students and their future success. Must have a clear understanding of public higher education institutions and their unique challenges and opportunities.
- ***Relationship builder/outreach and engagement*** - The capacity to be politically astute and an effective advocate for Lincoln within the State System, with the administrative and legislative branches of government, and the community. Displays interpersonal savvy and appreciates being an active and engaged leader in the community with the ability to build meaningful relationships with a broad range of constituents.
- ***Experienced and competent leader*** – A goal-oriented leader who displays an integrative leadership style and possesses strong conceptual, strategic, communication, financial and business acumen; analytical and synthesizing skills, and first-hand experience in leading and managing a complex organization. Proven financial and strategic planning skills. A terminal degree or professional leadership achievements that demonstrate preparedness to lead an institution of higher learning.
- ***Respectful and collaborative communicator*** - The ability to effectively communicate an appreciation for the particular contributions of all constituencies, internal and external

to Lincoln. Treats others with respect. Exhibits calm demeanor and values the input of others. Displays confidence, a positive attitude and good common sense. Understands the importance of collaboration and values creative thought in his/her approach to problem solving.

- ***Successful in fundraising*** – Possesses the personal and social skills needed to cultivate financial support and partnerships for the University in the corporate, business and philanthropic communities.
- ***Integrity*** - Exhibits and embodies integrity, collegiality, and is capable of building confidence and trust; values participating in a campus community that honors and celebrates its history and traditions.
- ***Effectiveness in building internal relationships*** – The ability to create constructive leadership relationships with the board of trustees, faculty, administration, staff, students, and other stakeholders in the university is critical.

Search Team and Contact Information

Nominations and applications (including cover letter, CV, and a list of five references) should be directed electronically to LincolnPresident@divsearch.com and should be received by February 17, 2017 to be given fullest consideration. For further information, please contact:

Kim M. Morrisson, Ph.D., Senior Managing Director
(215) 656-3546
kim.morrisson@divsearch.com

Euris E. Belle, Managing Director
(404) 942-6307
euris.belle@divsearch.com

Nancy Helfman, Vice President and Senior Associate
(215) 656-3579
nancy.helfman@divsearch.com

Karen Engel, Executive Assistant
(215) 656-3557
karen.engel@divsearch.com

Diversified Search
www.diversifiedsearch.com

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