

# SEARCH PROSPECTUS:

## PRESIDENT



Salisbury  
UNIVERSITY

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## THE OPPORTUNITY

Salisbury University, located on Maryland's Lower Eastern Shore, seeks an inspirational, collaborative, and innovative leader to serve as the next president. Salisbury University (SU) is one of twelve institutions of the University System of Maryland. It is regarded as a "gem" and a "best kept secret" by many in the campus community and beyond. The university has been extraordinarily well served by highly effective presidents across the last several decades and this has resulted in a period of unprecedented growth and increasing impact through its educational programs and the contributions of its 59,000 alumni.

For nearly 100 years, Salisbury University has been committed to meeting the emerging needs of students and families, the surrounding community, the state of Maryland, and the nation. As the 100th anniversary approaches in 2025, the next president has the exciting prospect of leading the centennial celebration for the university and, most importantly, charting the course and setting the vision for tomorrow.





## ABOUT SALISBURY UNIVERSITY

[Salisbury University](#) (SU) sets success in motion. As a student-centered, public regional comprehensive university, SU provides a high-quality undergraduate education, along with graduate and certificate programs. The friendly, beautiful campus with a small-school feel is located on Maryland's Lower Eastern Shore, close to ocean beaches and the Chesapeake Bay, and two hours from the metropolitan areas of Washington, Baltimore, and Philadelphia. The city of [Salisbury](#), the largest city on the Eastern Shore of Maryland, has been rated by *U.S. News and World Report* among the top 20 for Fastest Growing Cities and Safest Places to Live in the U.S., and in the top 100 for Best Places to Live. SU boasts a strong relationship with the city of Salisbury and contributes to and benefits from an engaged community that is undergoing an exciting downtown revitalization.

SU enjoys sound financial footing, a dedicated and devoted faculty and staff who value a culture of collaboration and shared governance, and a creative and engaged student population that is increasingly diverse. The university seeks to offer all of its students rich opportunities, a broad worldview, and a balance of challenge and support to use their talents to shape the future. Believing that affordable access to public higher education is essential, the university's highest purpose is to empower students with the knowledge, skills, and core values that contribute to active citizenship and gainful employment in an interdependent world.

SU offers over 60 distinct [academic programs](#), including 45 undergraduate majors, 15 master's degrees and 2 doctoral programs, spanning the fields of business, education, science and technology, the arts and humanities, and health and human services. With a student body of approximately 7,500 undergraduate and graduate students, SU employs over 630 faculty and over 1,100 staff. With a student-faculty ratio of 13:1, the university fosters close engagement between students and faculty, and brings together talented students from across campus in collaborative research, professional development, and experiential learning opportunities. The university values the diversity of its student population; undergraduate minority and international enrollment is approximately 27 percent. Students come from 33 states and 35 foreign countries. SU's total operating budget for FY2022 is approximately \$190 million.

SU is guided by a [2020-2025 Strategic Plan](#) developed through collaboration and analysis and discussion with faculty, staff, students, and other constituents. The five overarching goals are: (1) enrich academic success and student development; (2) inspire a campus culture of inclusive excellence, support, and collaboration; (3) support access, affordability, and academic excellence; (4) deepen community engagement; and (5) enhance environmental, social, and economic sustainability.

## ABOUT SALISBURY UNIVERSITY (CONT.)

In response to strategic plan objectives, in Fall 2021, SU launched a new brand initiative: “Make Tomorrow Yours.” A year-long research and development effort, formulated by a steering committee with input from numerous constituencies, led to a brand promise and pillars that reflect the university’s priorities. The concept of “tomorrow makers” captures SU’s long-standing commitment to providing students with rich and plentiful opportunities, as well as the dedication of faculty and staff who change the trajectory of students’ lives and open doors for graduates to thrive. SU offers a warm, friendly, inclusive environment, where expert professors provide life-changing experiences, propelling students forward to a better tomorrow in their careers.

SU has been ranked by *U.S. News and World Report* (Top Public Schools, Best Value Schools), *The Princeton Review* (Best Colleges, Green Colleges, Best College Libraries), *Forbes* (Top Colleges, Best Value Colleges), *Money* (America’s Best Colleges), *Kiplinger’s* (Best Public College Values) and others. Providing an excellent return on investment for students and families, SU remains among the state’s most affordable options for graduating high school seniors. Recognized as an efficient and effective institution, SU was named a “Model of Efficiency” by *University Business* for four consecutive years and was highlighted for its productivity and strong graduation rates by Maryland’s Department of Legislative Services.

A 2016 economic analysis report found that Salisbury University contributes some \$500 million to the regional economy, supports nearly 3,000 jobs and is among the leading economic engines of the entire Eastern Shore. Community relations and public/private partnerships have been an important part of SU’s vision and development within the city of Salisbury. The university has expanded its footprint in Salisbury and with acreage south of main campus.

The university maintains a high level of academic quality, with some 70 student winners of prestigious fellowships, scholarships, and awards in the past five years. The U.S. Department of State and *Chronicle of Higher Education* have recognized SU as one of the top producers of Fulbright Students for four consecutive years. The university boasts an Office of Undergraduate Research and Creative

### MISSION

Salisbury University is a premier comprehensive Maryland public university offering excellent, affordable education in undergraduate liberal arts, sciences, business, nursing, health sciences, social work, and education and applied master’s and doctoral programs. Our highest purpose is to empower our students with the knowledge, skills, and core values that contribute to active citizenship, gainful employment, and life-long learning in a democratic society and interdependent world.

Salisbury University cultivates and sustains a superior learning community where students, faculty, and staff are viewed as learners, teachers/scholars, and facilitators, and where a commitment to excellence and openness to a broad array of ideas and perspectives are central to all aspects of university life. Our learning community is student-centered. Students learn from professional educators in small classroom settings, faculty and professional staff serve as academic advisors, and virtually every student has an opportunity to undertake research or experiential learning with a faculty mentor. Through our privately endowed Schools and Honors College, and the College of Health and Human Services, we foster an environment where individuals prepare for career and life, including their social, physical, occupational, emotional, and intellectual well-being.

The university recruits exceptional and diverse faculty, staff, and undergraduate and graduate students from across Maryland and the United States and from around the world, supporting all members of the university community as they work together to achieve institutional goals and vision. Believing that learning and service are vital components of civic life, Salisbury University actively contributes to the local Eastern Shore community and the educational, economic, cultural, and social needs of our State and nation.

Activity (OURCA) and an undergraduate research journal *Laridae*. Recognized for undergraduate research opportunities, SU has also been highlighted for its work in “leading the way in connecting education with high demand, high growth STEM occupations.”



## OTHER HIGHLIGHTS

SU is home to five endowed schools and colleges: the Charles R. & Martha N. Fulton School of Liberal Arts, the Richard A. Henson School of Science and Technology, the Franklin P. Perdue School of Business, the Samuel W. & Marilyn C. Seidel School of Education, and the Glenda Chatham & Robert G. Clarke Honors College. SU is also home to a growing College of Health and Human Services, established in 2018. In 2020, The Princeton Review ranked SU's Patricia R. Guerrieri Academic Commons one of the Top 20 Best College and University Libraries in the nation.

Salisbury University houses several centers of excellence, including the Bosserman Center for Conflict Resolution; the Innovation, Entrepreneurship and Economic Development Hub; the Institute of Public Affairs and Civic Engagement (PACE); Business Economic and Community Outreach Network (BEACON); Mid Atlantic Sales and Marketing Institute (MASMI); Nabb Research Center for Delmarva History and Culture; and Eastern Shore Regional GIS Cooperative.

In Fall 2021, SU opened the Dave and Patsy Rommel Center for Entrepreneurship in downtown Salisbury. The Perdue School of Business and its Accounting and Legal Studies Department are both AACSB internationally accredited.

The School of Nursing has the highest pass rate – and highest 10-year average pass rate – of all four-year nursing programs in Maryland on the NCLEX exam for Registered Nurses. Cohorts of graduates from the Doctor of Nursing Practice (D.N.P.) program fill critical workforce needs on the Lower Eastern Shore and beyond. A new Center for Healthy Communities benefits the region through workforce development grants, professional continuing education opportunities, and community-based learning partnerships.

The university hosts world class music and performing arts programs and offers programming for the larger community. With a nationally recognized vocal program, an active theatre program, and the only glass blowing program in Maryland, the university has emerged as a cultural catalyst for promoting the arts in the region, and has a vision for a new Fine and Performing Arts Center. The university is also home for the Ward Museum of Wildfowl Art and Delmarva Public Media.

In April 2021, SU faculty voted to adopt new General Education requirements, which will go into effect starting Fall 2024. The revised requirements were developed by a work group comprised of faculty from across the university. Although they represent a substantial curricular shift, they are designed to continue to advance the university's mission. More details about the new General Education requirements and implementation plan are available here: [General Education 2024](#).

In the past decade, over 50 SU graduates have been named Teachers of the Year by the counties in which they teach throughout Maryland. All undergraduate and graduate teacher education programs in the Seidel School of Education are accredited by the National Council for Accreditation of Teacher Education (NCATE) and approved by Maryland State Department of Education.







## HISTORY

In 1922, the Maryland Legislature established a commission to determine a location for a two-year teacher's college on the state's Eastern Shore. A site at Salisbury was selected and the institution opened in September 1925. The college's two-year course of study was increased to three years in 1931 and to four years in 1934. Following this, and by action of the Legislature of 1935, the college was authorized to grant the Bachelor of Science.

The academic program expanded in 1947 and 1960, offering four-year programs in arts and sciences and providing students with a Bachelor of Arts or Bachelor of Science. The university continues to meet the increasing demands for quality education.

In 1962, the State Board of Trustees approved the offering of graduate programs, leading to the following master's degree programs: Applied Biology (M.S.), Applied Health Physiology (M.S.), Business

Administration (M.B.A.), Conflict Analysis and Dispute Resolution (M.A.), Education (M.Ed.), English (M.A.), Geographic Information Systems Management (M.S.), History (M.A.), Mathematics Education (M.S.M.E.), Nursing (M.S.), Social Work (M.S.W.) and Teaching (M.A.T.). In 2012, the university was approved to offer doctoral studies, leading to the following doctoral degree programs: Doctor of Nursing Practice (D.N.P.) and Doctor of Education in Contemporary Curriculum Theory and Instruction - Literacy (E.D.). Several graduate programs are now offered in fully online formats.

In the past two decades, SU experienced significant growth in its enrollment and campus facilities. Since 2002, more than \$250 million has been invested in the construction of Henson Hall, Conway Hall, Perdue Hall, Patricia R. Guereri Academic Commons, and Sea Gull Stadium. Accredited by the Middle States Commission on Higher Education, the campus is composed of over 200 acres, with 101 buildings and 12 residence halls.



# THE UNIVERSITY SYSTEM OF MARYLAND

The [University System of Maryland](#) (USM) was established by the Maryland General Assembly in 1988 from the merger of the five University of Maryland institutions and the six members of the state University and College System of Maryland. Today, the University System of Maryland comprises a system office led by the chancellor, three regional higher education centers, and 12 institutions, including Salisbury University. The mission of the University System of Maryland is to improve the quality of life for the people of Maryland by providing a comprehensive range of high-quality, accessible, and affordable educational opportunities; engaging in research and creative scholarship that expand the boundaries of current knowledge; and providing knowledge-based programs and services that are responsive to the needs of the citizens of the state and the nation. USM fulfills its mission through the effective and efficient management of its resources and the focused missions and activities of each of its component institutions. USM's programs and activities have a significant impact on the quality of life in Maryland, creating social and economic benefits for people throughout the state and beyond.

USM is the most heterogeneous system in the country with only four-year institutional members, having R1, R2, and regional comprehensive universities; three Historically Black Colleges and Universities; a professional schools university; an institution

devoted to environment sciences; and an online global university. The system is highly collaborative with regular meetings of Presidents; Provosts; VPs for Student Affairs; Enrollment Management executives; and affinity groups including directors of financial aid, admission and transfer, and health and counseling services. All groups share both best practices and challenges facing the state and region. Similarly, there are faculty, staff, and student governance groups within the USM that enable institutional representatives to collaborate and advocate at the system level. These collaborative and mutually respectful relationships at all levels of system leadership and governance have been very important during the challenging years of the pandemic.

A 21-member Board of Regents, including two full-time students, governs the University System of Maryland. Appointed largely by the governor, the Regents oversee USM's academic, administrative, and financial operations; formulate policy; and appoint the USM Chancellor and the Presidents at each of USM's institutions. With the exception of the student members, each regent is appointed for a term of five years and may not serve more than two consecutive terms. The student regents are appointed for two-year terms, serving as a voting member in their second year. Regents serve on the board without compensation.





# SU ADMINISTRATIVE STRUCTURE & GOVERNANCE

The SU President is supported by a talented [executive team](#) that includes the Provost and Senior Vice President for Academic Affairs; Vice President of Administration and Finance; Vice President of Student Affairs; Vice President of Advancement and External Affairs and Executive Director of the SU Foundation, Inc.; Chief of Staff and Director of Government and Community Relations; and General Counsel.

The President also meets regularly with the Cabinet, which includes the executive team, the Associate Vice President of Institutional Equity, and a representative from each of the shared governance bodies. The shared governance and leadership bodies at SU include Faculty Senate, Staff Senate, Adjunct Faculty Caucus, Student Government Association, and Graduate Student Council. Non-exempt employees are represented by the Maryland Classified Employees Association (MCEA) or Fraternal Order of Police (FOP).

## ACADEMICS

A distinctive characteristic of SU that reflects generosity and deep investment in the academic mission is that there are five endowed schools and colleges, plus the newly created College of Health and Human Services:

**The Perdue School of Business** and its Accounting and Legal Studies Department are both AACSB-accredited. SU began offering business courses in 1948, with the first business degree awarded in 1972. The Perdue School was established in 1986 through a multimillion-dollar fund created to provide the Dean with resources to ensure excellence in the school's academic programs. It has four academic departments: Accounting & Legal Studies, Economics & Finance, Information & Decision Sciences, and Management & Marketing. Three degrees are offered: Bachelor of Arts, Bachelor of Science, and Master of Business Administration.

**The Fulton School of Liberal Arts** was endowed in 1989 and is the largest and most diverse of SU's schools. The Fulton School champions both discipline-based and interdisciplinary programs across the arts, humanities, and social sciences. The school provides support for numerous faculty, university, and community initiatives, including the Bobbi Biron Theatre Program, Salisbury Symphony Orchestra, Bosserman Center, and Institute of Public Affairs and Civic Engagement (PACE). The Fulton School uses an enhanced four-credit course model intended to provide students with a more rigorous, focused and deeper learning experience.



**The Seidel School of Education** includes undergraduate programs in early childhood and elementary education, secondary and physical education, music education, world languages, and outdoor education leadership. Graduate programs include a Master of Arts in Teaching and advanced studies in higher education, curriculum and instruction, education leadership, and a doctoral degree in literacy studies. A trademark of all Seidel School majors is clinically based experiential learning. Students gain real-world experience through award-winning professional development school partnerships that include some 40 public schools across the region. Course work culminates in semester-long internships and capstones that prepare students for future career challenges.

## ACADEMICS (CONT.)

### **The Henson School of Science & Technology**

includes biological sciences, chemistry, computer science, geography and geosciences, mathematical sciences, and physics. The Henson School provides a student-centered learning environment in which expert faculty empower students with knowledge and skills in basic and applied sciences and mathematics. The school prides itself in recruiting diverse faculty and students and providing a highly collaborative environment in the classroom, laboratory, field, and industry settings. Additionally, the school collaborates with employers and post-graduate institutions in order to support successful career pathways for its graduates. Within Henson, students develop the knowledge and skills to function as professionals within their disciplines and as informed citizens.

### **The College of Health & Human Services (CHHS)**

was established in 2018 to meet workforce demands for health care and human services graduates. The CHHS enrolls students from baccalaureate to doctoral levels and consists of three units: the School of Nursing; the School of Social Work; and the School of Health Sciences, which includes Health and Human Performance, Exercise Science, Public Health, Medical Laboratory Science, and Respiratory Therapy. Combining these academic programs, research, services, and facilities into a single academic unit elevated the visibility of the programs and established strong leadership for health and human services at SU. This dramatic restructuring supports the growing health care and social services

needs of the State and nation in a more efficient and effective way. The CHHS has been expanding enrollments to meet growing needs for health-related professionals.

**The Clarke Honors College** brings together high-achieving students and dedicated faculty in a collaborative environment, and as a result, allows motivated students to become exceptional graduates. The College recruits some 10 percent of entering undergraduates each year, has dedicated housing and space on campus, and fosters close individual contact between students and faculty. Honors courses and extracurricular activities are intended to enrich and complement other educational opportunities and include Living Learning Communities, Community Engagement Projects, support for nationally competitive scholarships, and extensive undergraduate research and creative activity. The Honors College includes the Thomas E. Bellavance Honors Program, the Business Honors Program, and the Richard A. Henson Honors Program in Science and Mathematics. The Honors College has been recognized for its student-run newsletter, *The Saunterer*, which was named the No. 1 Honors Print Newsletter by the National Collegiate Honors Council in 2017 and 2019. The Honors College benefits from the leadership of the Dean and Faculty Director, instruction by visiting professors and affiliated faculty from across campus, and dedicated student scholarships and financial support for conference travel.







## UNIVERSITY LIFE

Salisbury University has long had a reputation for providing a high-quality academic experience at an affordable price. At SU, students are heard, seen, supported, celebrated, and challenged. In SU's warm, welcoming, and inclusive environment, professors and mentors guide students by connecting ideas to real-world, hands-on experiences. Students, faculty, and staff are actively engaged in the community, identifying needs, finding solutions, and creating a better tomorrow for all.

Participating in the Coast-to-Coast Athletic Conference, New Jersey Athletic Conference (football), and the Metropolitan Swimming and Diving Conference (men's and women's swimming), Salisbury University is recognized as one of the most competitive intercollegiate athletics programs in the country, regardless of division. Women's lacrosse and baseball both won NCAA Division III National Championships in 2021. In total, the Sea Gulls have celebrated 22 team national championships, 24 individual national championships, and 41 Academic All-Americans. The university has some of the top athletic facilities in NCAA Division III, including upgraded outdoor facilities, highlighted by the new Sea Gull Stadium, which opened in 2016, and a vision for a future fieldhouse.

The Center for Student Involvement and Leadership, a Student Government Association and Graduate Student Council, Living Learning Communities, and numerous student organizations foster fellowship and engagement at SU. Four goals established by the Student Affairs Division include: (1) fostering safe and inclusive communities; (2) educating students for campus, career, and life; (3) embracing innovation; and (4) motivating student affairs professionals to increase effectiveness and efficiency. Residential life is important, with a two-year residency requirement for undergraduate students.

SU is a leader in sustainability, continually ranked as one of the nation's Green Colleges by The Princeton Review. Reflected in the facilities master plan, the campus takes pride in having 12 LEED-certified buildings including

six LEED Gold Awards. The student-initiated Green Fund program provides annual grants for campus sustainability projects. SU is committed to reducing the campus environmental footprint through efforts such as a partnership to cut energy usage, increased renewable energy use, access to EV charging stations, and a solar parking lot. SU has also decreased waste by increasing recycling and reducing food waste and reduced water use by installing low-flow fixtures throughout the campus. The Nanticoke River Center, a model of green efficiency, is located 30 minutes from campus on a nearby waterway and provides space for meetings, retreats, and environmental education.

Community relations has long been an important aspect of university life, since a "Partners for Progress" initiative strengthened town-gown relations. SU is home to a Volunteer Center. Social work students perform over 210,000 hours of nonprofit and public agency community service annually. The Richard A. Henson Medical Simulation Center trains over 1,000 students and community professionals each year. Civic engagement is an important extension of the classroom that connects the campus with the city of Salisbury and the region and is a hallmark of the novel general education program scheduled for implementation in fall 2024.

With a history of three decades of entrepreneurship competitions, SU annually awards \$300,000 in cash, prizes, and services to aspiring business startups. With \$1.5 million in investment, SU's Shore Hatchery Competitions have created \$76 million in revenue, 638 jobs and nearly 50 businesses owned by women, minorities, and veterans. BEACON studies show that students spend \$90 million locally, and visitors to campus spend an additional \$4.4 million. Students, faculty, and staff contributed \$80 million over the past 10 years to local state and federal budgets via taxes. SU will continue its commitment to building business and economic development on the Eastern Shore and across Maryland.

## ADVANCEMENT

The Salisbury University Foundation, Inc. (SUF), created in 1973, is separately incorporated as a 501(c)(3) organization that receives and manages private gifts in support of the university. The SUF currently holds over \$115 million in total assets and provides nearly \$2 million in scholarship support annually. Year after year, the investment portfolio returns routinely outperform benchmarks, including similar sized university foundations.

In June 2019, SU and the SUF publicly launched “We Are SU: The Campaign for Salisbury University.” The \$75 million fundraising campaign – the largest in SU’s nearly 100-year history – is an investment in the SU community, supporting the students of today and tomorrow. The campaign has aimed to provide scholarships and resources to unlock students’ potential, help dedicated faculty and staff open doors and inspire experiences, and enrich collaborations across the region. The successful campaign is expected to conclude in July 2022.

The SUF continues to be a trusted entity for philanthropic support by alumni and community donors. Recent major gifts include: \$1.5 million from Robert and Glenda Clarke for the Honors College, \$2.5 million from the Henson Foundation for science and technology education, \$5.5 million from Dave and Patsy Rommel for the Perdue School and Center for Entrepreneurship, and \$2.5 million from the Ratcliffe Foundation for Shore Hatchery entrepreneurship competitions. Additionally, the SUF has successfully

leveraged private and state support including \$8 million from the Guerrieri Family Foundation for the Academic Commons and \$8 million from the Perdue Foundation for Perdue Hall. Philanthropic support also backs SU’s sales institute and Sea Gull athletics programs and facilities that are known for excellence.

SU has some 59,000 alumni and its Alumni Association provides a wide range of programs and services to maintain positive relations with graduates. The SU community takes pride in the accomplishments of alumni who are distinguished leaders in the education, business, health care, governmental, and not-for-profit sectors. Among the university’s notable alumni are: Perdue Farms Chairman Jim Perdue; Broadway Actress Jennifer Hope Wills; Baltimore Ravens Owner Steve Bisciotti; Pam Dolle of Dolle’s Candy; retired Dover Corporation CEO Robert Livingston; Dallas Cowboys Defensive Coordinator Dan Quinn; Fox News Media COO/CFO Joe Dorrego; Wall Street “Fearless Girl” Sculptor Kristen Visbal; Warner Bros. Senior Vice President Barry Ziehl; former Assistant Secretary of Education Diane Auer Jones; Vice Chairman of J.P. Morgan Ron McGann; and the Weather Channel’s Mike Seidel.

The new president will lay the groundwork for the university’s next campaign, looking toward the centennial anniversary and SU’s next 100 years. This ambitious work is done in coordination with the SU Foundation and the university’s advancement staff.

## FINANCES & BUDGET

Salisbury University is funded by a combination of public and private support. The State of Maryland is one of the nation’s leaders when it comes to investing in higher education, and SU’s second largest source of revenue comes from the state appropriation, just below tuition and fees. Of the roughly \$190 million annual operating budget, 37 percent is derived from tuition and fees, 31 percent from the state appropriation, 26 percent from auxiliary services, and 5 percent from other sources. Seventy-three percent of undergraduate students receive financial aid. In recent years, the university has introduced a budgeting process that closely ties expenditures to strategic goals, while retaining the broad-based inclusiveness of the university’s shared-governance structures and processes.







## THE LEADERSHIP AGENDA

The next president of SU will be expected to move the university forward in the course of the next decade through a leadership agenda that includes:

### **VISION – PLANNING – IMPLEMENTATION**

The next president of Salisbury University will enter the presidency with the opportunity to celebrate the 100-year anniversary. The president will be expected to engage the campus community and other key constituencies, including civic, governmental, and University System of Maryland officials, in implementing the 2025 Strategic Plan and developing an ambitious and bold vision for the university's future as it begins its second century. The president will work collaboratively to create and implement appropriate future plans that address issues of optimal enrollment, academic program development, student retention and graduation rates, campus facility improvements, and continuing to make SU a place of employment where talented faculty and staff come and thrive.

### **ACADEMIC EXCELLENCE – INNOVATION – STUDENT-CENTERED**

SU is first and foremost an institution of higher learning, and there is considerable pride in the excellence of the academic programs. It is served by a talented faculty and staff who value not only their contributions to student learning and development, but also their contributions as academic citizens through shared governance. SU faculty and staff recognize that it is critical that the university continue its growth and progress and that this is achieved through innovation. The new president will be expected to actively engage with faculty and staff; to support successful recruitment, retention, growth, and development; and to engage all in innovations that will strengthen the educational programs, research opportunities, and administrative operations of the university for the benefit of its students.

## THE LEADERSHIP AGENDA (CONT.)

### **DIVERSITY – EQUITY – INCLUSION**

SU was founded as a state teacher's college based upon the belief that education was a public good, key to social mobility, and essential to the health of democracy. As Maryland and the Eastern Shore become increasingly diverse, the role of SU in assuring access and providing appropriate support for all students, faculty, and staff to flourish and succeed in the SU community, including those members from marginalized populations, will be critical. The president will need to model, lead, and create structures, policies, and support to make continual progress in this essential work. The new president will have the benefit of a recent campus climate survey, which could serve as a roadmap for making progress.

### **LEAD – STEWARD – ELEVATE**

SU has a strong sense of community and a clear sense of institutional identity that is rooted in a distinctive student-centered culture. The president must be a leader who gains the trust and respect of the campus community, serves as an exemplar of these qualities, and provides constant encouragement for elevating and advancing the university. It is expected that the next president will nurture and steward the strong sense of community and the highly student-centric environment of SU amidst a dynamic and changing post-pandemic world.

### **ADVOCATE – CHAMPION**

The president serves as the university's chief spokesperson and must be an energetic advocate, champion, and defender for SU. There are extraordinary stories to share about SU's many successes. The president serves as the chief advocate for the university in Annapolis, within the University System of Maryland, and far beyond. The president must be a superb, inspiring, and persuasive champion who communicates and relates well to all constituencies with fidelity and integrity.

### **FUNDRAISING – PARTNERSHIPS – COLLABORATION**

The new president will have opportunity to lead the university's centennial celebration. This will be an unprecedented opportunity for celebrating the university's impact and progress and engaging in efforts to raise the philanthropic and state-appropriated resources needed to meet the challenges of its second century. SU enjoys strong relationships with the city of Salisbury and a history of broad and generous support from the Eastern Shore business, philanthropic, and nonprofit communities. The university is one of the largest employers, and students are a welcome source of volunteerism and economic development. The successful candidate must have the skills and ability to deepen that support for SU and the Eastern Shore through partnerships and fundraising efforts. In addition, SU is located within close proximity to the University of Maryland Eastern Shore (UMES), an 1890 Land Grant Institution, and Wor-Wic Community College, a critical two-year college in the region. The opportunities for academic and student research collaborations and for other types of partnerships with UMES and Wor-Wic to support the Eastern Shore are enormous. The expectation is that the next president will continue to explore these opportunities to collaborate.





## REQUIRED QUALIFICATIONS & DESIRED QUALITIES AND ATTRIBUTES

The next president must:

- Have a record of successful senior or executive leadership that will inspire faculty, staff, students, and the community.
- Embrace the mission of a public regional comprehensive university and continue to support the academic needs of the faculty while assuring the continuation of SU's profile as a national leader in pedagogy.
- Demonstrate an ability to work closely with the USM Chancellor and fellow USM Presidents and advocate for SU's resource needs within the USM and serve as SU's legislative diplomat in state and local government.

The ideal candidate will have a mix of the following experiences, qualities, and attributes:

- A demonstrated record of innovation, vision, strategic thinking, and collaboration.
- Successful leadership in response to rapid changes in higher education today; experience as a successful agent of change and innovation.
- A demonstrated track record of student-centered leadership and the capacity to build a cohesive community that meets the needs of all students.

- A deep commitment and record of success in addressing the diversity, equity, and inclusion challenges facing higher education in particular and SU in general.
- The understanding that students, faculty, and staff are emerging from the pandemic crisis with economic, social, and psychological demands, and experience in supporting and addressing these concerns.
- Experience supporting, embracing, and enhancing athletics and the arts, which have essential and central roles in student and university pride and community engagement.
- High energy and interest for actively engaging in the life of the campus.
- Skill or capacity for friend- and fundraising; an ability to develop partnerships and relationships to benefit the institution.
- Exceptional listening and communication skills, including the ability to inspire.
- Integrity and the ability to make difficult decisions informed by inclusive processes and reliable data.







## APPLICATIONS, NOMINATIONS & INQUIRIES

Academic Search is assisting Salisbury University and the University System of Maryland with this search. A confidential discussion regarding this position can be arranged by contacting consultants [Jay Lemons](#), [John Garland](#), or [Jennifer Kookan](#).

Applications, nominations, and expressions of interest can be submitted in confidence to [SalisburyPresident@academicsearch.org](mailto:SalisburyPresident@academicsearch.org).

Applications should consist of a substantive cover letter, curriculum vitae, and the names and contact information for five professional references, none of whom will be contacted without the permission of the applicant. The position will remain open until filled, but only applications received by March 31, 2022, can be assured full consideration.

*Salisbury University has a strong institutional commitment to diversity and equal employment and educational opportunities for its faculty, staff, and students. To that end, the university prohibits discrimination on the basis of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, genetic information, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristics. The university adheres to the EEO/AA policies set forth by federal and Maryland laws.*



# ABOUT ACADEMIC SEARCH

Academic Search is assisting Salisbury University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit [www.academicsearch.org](http://www.academicsearch.org).



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