PRESIDENT

BUCKNELL UNIVERSITY
Lewisburg, Pennsylvania
www.bucknell.edu
Mission

Bucknell is a unique national university where liberal arts and professional programs complement each other. Bucknell educates men and women for a lifetime of critical thinking and strong leadership characterized by continued intellectual exploration, creativity, and imagination. A Bucknell education enables students to interact daily with faculty who exemplify a passion for learning and a dedication to teaching and scholarship. Bucknell fosters a residential, co-curricular environment in which students develop intellectual maturity, personal conviction and strength of character, informed by a deep understanding of different cultures and diverse perspectives. Bucknell seeks to educate our students to serve the common good and to promote justice in ways sensitive to the moral and ethical dimensions of life.
Bucknell University: Distinctive and Distinguished

For the talented and well-rounded students who call its beautiful campus home, Bucknell University is an experience of rich possibilities, where they develop the personal direction, balance and intellectual and interpersonal skills to navigate the challenges of the 21st century. Bucknell is a dynamic organization — complex and multi-faceted—that has enjoyed a remarkable trajectory of improvement from its origins as a high-quality regional institution to one of national and international scope and distinction. Confident in its strengths, proud of its history, dedicated to its students, Bucknell is poised for dramatic further improvements in quality and stature.

The largest of the classic, highly selective, private residential liberal arts colleges, Bucknell combines a world-class university education with the intimate learning experience of a liberal arts college. A rarity in American higher education, Bucknell is a liberal arts university whose curriculum stretches across the full range of the liberal arts into highly regarded professional studies taught in a liberal arts context, including engineering, management, music and education. Learning experiences here encompass more than 110 majors and minors. They also encompass research, service learning and study abroad programs, as well as more than 200 co-curricular and extra-curricular offerings that include academic honor societies, a strong and widely emulated Greek system, numerous arts and media organizations, recreational programs, and a highly successful Division I athletic program that exemplifies the student-athlete model.

A small master’s degree program, focused on meeting the demand for advanced education in a number of disciplines, complements the undergraduate curriculum. At Bucknell, students not only learn about themselves and the world, they also learn how to translate their learning into leadership and service that benefit others.

Founded in 1846, Bucknell is situated on 450 contiguous acres along the Susquehanna River in the picturesque Victorian town of Lewisburg, Pennsylvania. In this exceptional learning environment, students prepare to play a vital role in professions and communities across America and around the world. Always an institution with a global vision, Bucknell seeks a president committed to leading the University as it sets the standard for comprehensive liberal arts education in the United States and deepens its excellence in preparing students for lives of enduring fulfillment, success and meaning.

Location

In every direction from the Borough of Lewisburg, the seat of Union County, stretch the forests and farmlands of the Folded Appalachian province of central Pennsylvania, a region rich with outdoor recreational opportunities. The population of the greater Lewisburg area is 33,000.

With four other higher educational institutions within a half-hour of Bucknell, the central Susquehanna Valley is a regional educational center, and offers important opportunities for inter-institutional collaboration. Penn State University’s main campus in State College is about an hour’s drive from Lewisburg.
Most of the mid-Atlantic region’s major cities are within a three- or four-hour drive of Bucknell, including New York, Philadelphia, Baltimore, Washington and Pittsburgh.

Aspirations and Integrated Planning

To prepare students for success in an increasingly complex and interconnected society, the University is pursuing an ambitious strategic plan, The Plan for Bucknell, which is focused on these five overarching goals:

I. Strengthening the academic core
II. Deepening the residential learning experience
III. Enhancing diversity in all its forms
IV. Building bridges with the world
V. Securing the University’s financial future

Bucknell is unique among institutions of its size in creating an Office of Strategy Implementation to assure the realization of these strategic ambitions.

The broad goals of the strategic plan have been elaborated in a number of additional plans, both for the institution as a whole (e.g., a new Campus Master Plan) and for the educational enterprise. During academic year 2008-09, Bucknell developed and approved a first set of educational objectives common to all students. Each of the two colleges, every academic department and program, and the residential life program have approved their own set of educational outcomes and linked them to University-wide learning goals. The result is an integrated educational goals hierarchy that provides the foundation for a comprehensive institutional assessment plan. These plans are all posted on the University’s website. Underscoring its determination to use assessment and planning for improvement and transformation, the University is piloting Baldrige quality techniques in a number of administrative offices.

Because the five pillars of the strategic plan provide the context for institutional decisions and actions, these same categories inform the description of the University below.
I. The Academic Core

Faculty

With 3,400 undergraduates and 150 graduate students, Bucknell is more than 50% larger than most of the top 50 national liberal arts institutions, yet nevertheless offers a student-faculty ratio of 10:1. Bucknell faculty members are committed to the teacher-scholar model, which entails high expectations for excellence both in undergraduate teaching and in scholarly research. All Bucknell courses are taught by faculty members, of which 345 are full-time and 22 part-time as of fall 2009. Ninety-five percent of full-time faculty members possess terminal degrees. Bucknell offers competitive salaries and benefits to attract and retain the best faculty, standing at or above the median of its peer group in its compensation program for every faculty rank.

Bucknell’s new educational goals commit the institution to support and enhance meaningful opportunities for faculty-student interaction and collaboration for all students. To this end, the University in 2007 initiated a transition from a six- to a five-course teaching load. Thirty-seven new tenure-track faculty positions have been authorized to carry this plan into action, and 33 have been filled to date. More than 47 additional faculty positions have been replaced through retirements or attrition. Almost half of Bucknell’s comprehensive campaign goal of $400 million is targeted to supporting faculty needs and academic programs. The Campus Master Plan, meanwhile, is advancing the effort to strengthen the academic core of the University. It envisions substantial renovations to create faculty office space around the academic quadrangle on the north side of the library, and calls for building an entirely new academic quadrangle south of the library to expand academic facilities and learning spaces on campus.

Academic Organization and Curriculum

The University’s academic departments and programs are currently organized within two colleges: a College of Arts & Sciences and a College of Engineering.

The College of Arts & Sciences, enrolling 80% of Bucknell’s undergraduates, is structured along traditional divisional lines: humanities, social sciences, and natural sciences and mathematics. The college also houses several pre-professional programs: music (accredited by the National Association of Schools of Music), education (accredited by the Pennsylvania Department of Education) and management. The latter was recently reorganized as a School of Management within the College of Arts & Sciences, an important step toward the University’s goal of developing a separate College of Management accredited by the Association to Advance Collegiate Schools of Business (AACSB).

The College of Arts & Sciences is now implementing the new College Core Curriculum developed and approved by the faculty in FY 2008-09. This curriculum defines the college’s desired outcomes in four broad categories: intellectual skills, tools for critical engagement, disciplinary perspectives and disciplinary depth.

Engineering, enrolling 20% of undergraduates, is separately accredited by the
The college is guided by The Bucknell Plan for Engineering Education. Biomedical engineering, the most recent addition to the curriculum, enrolled its first students in 2003 and received initial accreditation from ABET in 2009.

Fields of Study

Bucknell offers majors in more than 50 fields, including nine interdisciplinary programs — animal behavior, cell biology/biochemistry, comparative humanities, economics/mathematics, environmental studies, international relations, Latin American studies, neuroscience, and women's and gender studies. Sixty minors are also available.

The University offers the degrees of bachelor of arts, bachelor of science, bachelor of music, bachelor of science in education, bachelor of science in business administration, and seven bachelor of science degrees in engineering fields—biomedical engineering, chemical engineering, civil engineering, computer engineering, computer science and engineering, electrical engineering and mechanical engineering.

Bucknell awards master's degrees in the following fields: animal behavior, biology, chemistry, education, engineering (chemical, civil, electrical, environmental and mechanical), English, mathematics and psychology. Graduate offerings in education include programs of training for school principals and superintendents.

Special Programs, Resources and Opportunities

Bucknell's diverse curricula provide students with unique opportunities for collaboration and enrichment. One example is the Institute for Leadership in Technology and Management, a highly selective, two-summer sequence of programs that focuses on globalization, ethics, communication skills, critical thinking, teamwork and leadership. A combination of on-campus lectures and off-site projects prepares students for high-level internships with senior management in the second summer.

Bucknell is well known for its broad array of undergraduate research opportunities. Oftentimes students serve as co-authors of faculty research papers. The natural sciences and engineering in particular espouse a hands-on, laboratory and field-oriented approach to education. Specialized facilities unlikely to be found at comparable baccalaureate institutions include an outdoor naturalistic primate colony for studies of animal behavior, a strength-of-materials testing building, and such significant research equipment as a 600 MHz (14.1 Tesla) nuclear magnetic resonance spectrometer, a new custom-designed sediment transport flume, a confocal electron microscope, an environmental scanning electron microscope to two nanometer resolution, a solid state shear pulverizer for fabricating polymer nanocomposites (the second such instrument installed at any university in the world) and a VICON multi-camera...
motion capture system for studying the biomechanics of motion.

A participant in the American College & University Presidents’ Climate Commitment, Bucknell established a Campus Greening Initiative in 2008 to conduct an environmental assessment of the campus, support planning for the Campus Master Plan, and develop a Climate Action Plan. The Bucknell University Environmental Center provides a locus for interdisciplinary teaching, research and outreach related to environmental affairs. With support from the Henry Luce Foundation, the center developed The Susquehanna River Initiative to integrate teaching and research focused on the largest non-navigable river in North America, and the major source of fresh water to the continent’s largest estuary, the Chesapeake Bay. Bucknell’s location on the river creates an ideal natural laboratory and an opportunity to take a leadership role with partners such as the Susquehanna River Heartland Coalition for Environmental Studies. A distinctive feature of these programs is the active participation of humanists, who have a separate Nature and Human Communities Initiative that explores human-environmental interactions and regional sociology and history related to the environment, and provides important perspectives on the community’s sense of place within the region.

Bucknell’s Teaching and Learning Center, established in 2006, sponsors workshops and programs on teaching methods and practices, including programs designed specifically for new faculty. The center also provides mentoring services, conducts and facilitates personal teaching consultations, maintains a teaching exchange program, supports faculty discussion groups and gathers and provides resources related to teaching at Bucknell.

Student Selectivity and Outcomes

Whether judged by its selectivity or its retention rate, its graduation placement success or the commitment of its students to positions of leadership and service, Bucknell is one of the most distinguished institutions of higher learning in America. With an acceptance rate less than 30% and a yield rate above 40%, Bucknell is one of America’s 20 most selective colleges and universities. The first-to-sophomore year retention rate (94%) and six-year graduation rate (90%) are better than all but a dozen of the most selective national liberal arts colleges. For the graduating classes from 2004 through 2009, approximately 85% of those entering as first-year students secured degrees within four years, and 89% within five years. For graduating seniors across the five-year period 2004 to 2008, 22% immediately pursued studies in graduate or professional schools, more than 67% accepted employment opportunities, and another 4% were both employed and in graduate school. Even during the economic downturn, new alumni fared well: within nine months of graduation, 93% of the members of the Class of 2008 were employed or in graduate/professional school.

Seventy-five percent of Bucknell students participate in community service activities, qualifying Bucknell for federal recognition on the President’s Higher Education Community Service Honor Roll. In 2009, Bucknell ranked 20th among small colleges...
and universities in the production of Peace Corps volunteers.

**Library and Information Technology**

Bucknell is committed to providing top-quality information resources and services to support several institutional goals: information literacy and technological competency for all Bucknell students, support for faculty teaching and research, and evidence-based decision-making for senior management. The strong leadership and service orientation of a unified Library and Information Technology organization is highly regarded by the community. All student housing units are connected to ResNet, the residence hall network, and digital television programming is available to students in the residence halls. Faculty and students use Blackboard, the online learning management system. The University benefits from a high-speed Internet connection and a comprehensive campus wireless network that covers all but a few outdoor areas.

The University supports a mix of Windows, Mac and Linux computing platforms, and provides approximately 800 public computer workstations in learning spaces throughout the campus. Most classrooms have integrated technology to support teaching. A high-performance computing cluster is also available to support faculty and student research.

A business intelligence and data warehouse project was recently initiated in selected units to optimize data retrieval, and ultimately to provide enhanced executive information systems for data-driven decision-making. In addition, the University has begun a document-imaging project to enhance the sharing of documents within and between academic and administrative units and to support the campus greening initiative. A pilot e-portfolio project was started this fall to help document students’ achievement of the educational goals of the residential life program.

Bertrand Library is a technology-enabled information hub that is both geographically and functionally the center of the institution. With seating for nearly 1,000, the library contains more than 900,000 volumes, and has access to nearly 35,000 unique periodical titles — many with full-text articles — in more than 250 databases. Library services include online information access, one-on-one training and assistance, a classroom user education program, media workstations, video editing equipment, a large DVD collection, a wide array of equipment that can be borrowed, and the extremely popular Bertrand Café.
The Student Body

Besides their proven academic abilities and high levels of motivation, Bucknell students are known for being conscientious, socially adept and greatly interested in involving themselves in a wide range of activities. They take their studies seriously, often completing double majors or dual degree programs. National survey data indicate that they excel in a distinctive set of competencies relative to peer schools, notably collaborating and working effectively with others, applying theories and concepts to solve real-world problems and performing sophisticated quantitative and computer tasks.

Faced with the University’s rich variety of offerings, Bucknell students typically want to do it all — in curricular, co-curricular and social domains. They approach their out-of-class life with vigor, participating actively and seeking leadership positions in multiple clubs and activities, Greek organizations, varsity and intramural sports and volunteer service programs. Alumni often cite the deep, lasting and personal relationships formed in and out of class with peers and faculty as the richest part of their campus life.

The intensity and completeness of the University experience is deepened by its residential quality. Approximately 87% of undergraduates live in residence halls. A total of 442 students currently live in non-campus housing, and the University is reducing this number to 200 by 2013 in furtherance of our commitment to residential learning.

Residential options for first-year students include learning communities such as the distinctive Residential Colleges Program. Each of the seven residential colleges features theme-based living and learning environments that combine a common classroom experience with co-curricular programs and social activities that add to their classroom learning. Each college is supported by two faculty members and resident upper-class students who serve as junior fellows. Typical of the special focus of the residential colleges is Taylor House, a new learning and living option for students interested in the environment and sustainability. By the senior year, 26% of students report participating in some form of learning community at Bucknell.

A strong Greek program has established itself as a vital part of the student experience and the deep connections Greek alumni feel with the University. Guided by the successful Plan for Prominence, which establishes strategic goals for Greek responsibilities and service programs and is widely modeled by peer institutions, the University’s fraternities and sororities have contributed significantly to the life of the campus and surrounding community, particularly with their extensive volunteer and community service leadership. Today’s Greek program involves 42% of eligible men and 47% of eligible women. Twelve fraternity houses (some owned by the University and some privately owned) house 313 residents. Eight sororities occupy designated spaces in University-owned residence halls.

Just as volunteer service is an ethos of the Greek system, it is an active tradition within the entire campus community. By the senior year, 74% of Bucknell students have participated in community-service...
activities, and 57% have engaged in activities sponsored by the Office of Service Learning.

**Creative Variety and Achievement**

The vibrant learning environment of Bucknell encompasses creative opportunities of great quality and variety. Whether in creative writing, dance, music, composing, film or everything in between, Bucknell not only features faculty artists and regular visiting artists for private and public performances, but also opportunities for students to explore the range of their artistic skills.

Recently, for example, the Bucknell Dance Company performed in an international festival in China as the only troupe invited from the Western world, the Theatre Department’s production of Sam Shepard’s *True West* became one of six selected from 65 entries for performance at the Kennedy Center American College Theater Region II Festival, and Bucknell’s Podsquad won the Martin Luther King Jr. Day of Service Technology Challenge Contest for its documentary of the University’s Martin Luther King Service Week.

The 1,200-seat Weis Center for the Performing Arts, an architecturally striking and acoustically exceptional performance hall, regularly hosts professional music, dance and theatre artists from around the world, as well as campus performances and visiting lectures by guests ranging from renowned historian David McCullough to Nobel Laureate in Literature Derek Walcott. The Sigfried Weis Music Building houses state-of-the-art classrooms, a music library, keyboard and composition laboratories, a percussion studio and numerous practice rooms as well as a recital hall that is rarely at rest. Harvey Powers Theatre, featuring a proscenium stage and seating for 483, boasts some of the best facilities and technology in academic theatre anywhere in the country and one of the most sophisticated lighting and sound systems available. The Stadler Center for Poetry is one of three free-standing poetry centers in the nation, and offers a wide range of programs and residencies for emerging and established poets and writers. The Samek Art Gallery, housing more than 5,000 objects from cultures around the globe, focuses on modern and contemporary art and art from other centuries, and regularly features exhibits by emerging and nationally and internationally influential artists. The Samek features modern and contemporary works on paper, the Samuel H. Kress Collection of Baroque and Renaissance art, and significant collections of 20th-century photographs, Japanese decorative art, and historic prints. Bucknell is also home to *West Branch*, the national journal of poetry, fiction, essays and reviews; and in 2008 became the new home of the Toni Morrison Society, an official author society of the American Literature Association.

The creativity of Bucknell students extends of course to disciplines far beyond the arts. Bucknell math teams regularly finish among the top 50 out of several hundred schools participating in the annual William Lowell Putnam Mathematics competition, and the University’s mechanical engineers have for several years placed among the top 20 participants in the annual Society of Automotive Engineers’ Mini-Baja East Competition.
A team of chemical and mechanical engineering students took first place this year in the ChemE Car Competition at the Mid-Atlantic Regional Student Conference, and has been invited to the national competition. Two years ago, a team of Bucknell engineering students took second place in the MANIAC Challenge, a computer networking competition sponsored by the National Science Foundation.

**Competitiveness and Recreation**

Bucknell students enjoy testing their skills in competitive endeavors on and off the athletics field. An outstanding range of first-class athletic opportunities and facilities, including 30 club and recreational sports teams, supports their health, fitness and competitive goals.

Approximately one fifth of the student body engages in varsity sports, continuing a great tradition of Bucknell student-athletes. The University’s Division I athletics program (13 men’s and 14 women’s sports) wins accolades both for its success on the field and as an exemplar of the scholar-athlete model. Bucknell ranks fifth in the nation among Division I schools in the total number of Academic All-Americans, with 117 award winners. Bucknell’s student-athlete graduation rate is second highest among all Division I institutions, with a four-class average (classes entering fall 1998 to 2001) of 89%. In 2002, Bucknell led all NCAA Division I schools with a perfect 100% graduation rate for student-athletes. All 27 Bison teams scored well above the national average for NCAA Academic Performance Rate standards, and 12 programs still maintain perfect (1,000) scores after five years of NCAA data collection. In July 2008, Bucknell was one of seven schools to receive a Diversity in Athletics Award from the NCAA for gender equity compliance. A member of the Patriot League in 23 sports, Bucknell captured the 2008-09 President’s Cup for overall success in all sports, marking the 15th time in the 19-year history of the league that it has done so, including 11 of the last 12 years.

Reflecting the liveliness of the campus community and Bucknell’s active role in the region, the University’s athletic facilities are in nearly constant use by students, faculty, staff and community members as participants and fans. The Kenneth Langone Athletic & Recreation Center, dedicated in 2003 following the addition of more than 130,000 square feet, features, among numerous other amenities, the 4,000 seat Sojka Pavilion, an Olympic-sized natatorium, NCAA Division I-quality strength training and medicine centers, a family fitness center with more than 100 pieces of cardiovascular and related strength-training equipment, and a six-lane 200-meter track, in addition to racquetball, squash, tennis and basketball courts. Outdoor facilities include a 13,000-seat stadium and running track; an 18-hole golf course; tennis courts; brand-new, lighted 1,200-seat soccer and 1,000-seat lacrosse fields; and a lighted hockey field with an artificial playing surface. A new softball and baseball field is now under construction.

Looking to the future of our athletics programs, the Board of Trustees has appointed for 2009-10 a Special Committee on the Strategic Role of Athletics and Recreation at Bucknell. The committee will guide the development of strategic
recommendations that the board will consider toward the implementation of a new comprehensive strategy that defines the future role of athletics and recreation at Bucknell.

The Residential Campus

Bucknell students take pride in calling this residential living and learning environment their home as much as in calling it their University. Bucknell’s 24 residence halls house 2,650 students, but its 150 buildings offer every possible type of learning environment, including 14 academic buildings featuring the latest teaching and research technologies.

The beautiful Rooke Chapel provides the centerpiece of campus spiritual life. Within several miles of the campus, the University also owns a 66-acre nature site and a conference center on 41 acres where leadership and team-building programs occur regularly.

In recent years, roads within the core campus have been closed to vehicles and parking has been moved to the periphery to foster a more pedestrian-friendly campus, a commitment that is central to the Campus Master Plan as well.

The University makes regular operating budget payments to a facilities reserve fund that sustains the beauty of the campus and has helped to keep deferred maintenance exceptionally low.

Campus Master Plan

Since 1932, the development of Bucknell’s campus has been guided by the Larson plan, developed by noted campus master planner Jens Larson. To expand upon the Larson Plan and support student life and learning in future decades, the Board of Trustees approved a new, comprehensive Campus Master Plan in 2008. The plan is designed to guide the evolution of the campus for the next 75 years and deepen the role of the campus itself in supporting a holistic learning experience.

Projects for the next seven to 10 years include a new academic quad that will connect the campus more directly with the Susquehanna River, new student housing with more flexible living arrangements, and a comprehensive fine arts complex to capitalize upon Bucknell’s many artistic strengths. Longer-term master plan goals include additional new green and recreational spaces throughout campus, a new inn and conference center, new hearth spaces for informal student-faculty interaction, and a number of environmental and sustainability features that will establish closer connections with downtown Lewisburg.

Substantial planning is already underway for the first academic building of the new academic quadrangle and for additional student housing.
Diverse perspectives and experiences in and out of the classroom deepen and broaden learning. Meaningful experiences with different people and ideas of all kinds contribute to a student’s ability to examine issues from multiple perspectives — a foundational skill both for critical thinking and for the achievement of Bucknell’s other academic and residential life goals.

Establishing diversity as one of the goals of The Plan for Bucknell, Bucknell has embarked on an innovative approach to developing intercultural competency and promoting diversity through real-life experiences. The University aggressively recruits diverse faculty, staff and students, and has had increasing success in these areas. Minorities and foreign nationals constitute 15% of the undergraduate population, 19% of full-time faculty, and 13% of the Board of Trustees. Women represent 52% of undergraduates, 39% of full-time faculty and 29% of the Board of Trustees.

Several specific initiatives reflect Bucknell’s commitment to diversity. Bucknell was one of eight distinguished universities selected in a nationwide competitive process in 2006 to receive four-year grants totaling nearly $1 million from the Jack Kent Cooke Foundation to establish a program enrolling top community college transfer students. Bucknell has committed more than $2 million to this highly successful initiative. Bucknell recently became one of only two universities in the country that will enroll Posse Foundation scholars from three different cities, thanks in part to becoming one of only two universities this year to receive a grant from the New World Foundation for enrolling Posse students in a new community-service initiative. Bucknell’s Posses from Boston, Washington, D.C., and Los Angeles will ultimately enroll 120 students when all Posses have their full complements. Bucknell also has had increasing success enrolling international students, and in just the last few years has increased the representation by more than 20 countries. Students enrolled today represent most states and more than 60 foreign countries.

Three years ago, Bucknell appointed a Chief Officer for Diversity and Equity. With our Office of Admissions, the office has helped Bucknell establish a partnership with other community organizations through which 40 Bucknell professors and 250 Bucknell students are mentoring prospective college students from diverse backgrounds in Chicago, New York City and in schools close to campus. Such experiences, which are expected to grow organically within the Bucknell community, prepare high school students for life at elite institutions and prepare our graduates to live, work and lead in a globally integrated and intercultural world.
IV. Building Bridges

Today, with a global economy and the instantaneous nature of electronic communications, Bucknell students are immersed in the full breadth of the University’s national and international connections. The University seeks both to bring the world to Bucknell and to bring Bucknell to the world. Faculty expertise continues to grow in national impact; students are encouraged to engage directly in real-world experiences at the local, regional, national and international levels through research, service learning, study abroad and other opportunities; and distinguished visitors to campus regularly enliven campus discourse. This approach is consistent with the earliest historical traditions of the University.

A History of Connections

Established as the University at Lewisburg, Bucknell was the nation’s 100th college or university in order of founding. It was renamed in 1886 in honor of William Bucknell, a major benefactor. Bucknell was the 14th university in the country to become co-educational; the first woman graduate, Chella Scott, received a B.S. degree with honors in 1885. Although founded by Pennsylvania Baptists especially to train teachers and ministers, Bucknell always has been open to students and faculty of all religious faiths and has been nondenominational since the 19th century. The first African-American student, Edward McKnight Brawley, graduated in 1875, and subsequently became president of two institutions which he helped to found—later to become known as Selma University and Morris College. The University’s first international student, Maung Shaw Loo, was recruited from Burma by a trustee who had been a Baptist missionary to that nation. He graduated in 1864, initiating an enduring close relationship between Burma (today Myanmar) and Bucknell.

The distinctive Bucknell model of the theoretical and the applied, of liberal arts and professional education, was established in the late-19th and early-20th centuries. At that time, the University’s fourth president, John Howard Harris, introduced engineering, pre-medical and pre-law programs, and expanded the University’s education programs. At Bucknell, applied programs of study have always required engagement with real-world problems, on- and off-campus.

Community Collaborations

If in the long past shared by Bucknell and the Lewisburg community, their engagement with one another has ebbed and flowed, today there is a strong appreciation for the reality that their futures are interdependent. Bucknell students, faculty and staff and tens of thousands of yearly University visitors justifiably enjoy the charm and beauty of Lewisburg, while Lewisburg’s vitality benefits from a strong and distinguished University that is the largest employer in Union County. Capitalizing on their mutual interests, the University and Lewisburg continue to deepen their cooperative ventures. The Town-Gown Committee, for example, has for two decades brought together representatives of local government, landlords, law enforcement, students, parents and the University, to address common issues and concerns. Other similar local organizations...
of cooperation and shared planning include the Lewisburg Downtown Partnership, the Lewisburg Neighborhood Association and the Main Street and Elm Street Program.

A major community development project underway is the relocation of the University’s bookstore to the downtown business district in fall 2010. To be managed by Barnes & Noble, the new 30,000-square-foot facility addresses multiple needs: It expands the breadth of books and other resources available to students and the community, releases space in the student center for other important needs, establishes a more intimate connection with Lewisburg and promotes local economic development. The new bookstore is one of several University buildings that will serve as anchors for downtown business development, including a business incubation center, and a refurbished federal post office building for the relocation of 60 Bucknell employees.

Friends of the Campus Theater is a collaborative effort to transform an iconic art deco movie house into the core of a regional arts complex. The University has also been instrumental in securing financial resources to convert an abandoned rail line into a 12-mile hiking and biking trail and to support improvements to the Route 15 corridor, which separates the main campus from facilities to the west. The University is also partnering with the Lewisburg Area Joint Sewage Authority on a project that has the potential to produce significant environmental and energy improvements both on campus and in the community, while creating several environmental education laboratories for use by Bucknell classes. Bucknell is playing an instrumental role in each of these projects by leveraging minimal University assets to secure substantial outside financing.

Similarly, Bucknell has a growing role in regional life, as reflected by several new initiatives. The Greater Susquehanna Keystone Innovation Zone (GSKIZ), a state-sponsored economic development collaborative, involves Bucknell, Bloomsburg and Susquehanna Universities, the Geisinger Health System and the Ben Franklin Technology Partnership to collectively support local entrepreneurs. These developments complement Bucknell’s long-established Small Business Development Center, which provides management consulting for regional businesses and offers the unique service of product prototype manufacturing through the College of Engineering.

University students and faculty partner on a number of biomedical research projects with the Geisinger Health System, a regional medical facility only 20 minutes from campus that, with 400 full-time physicians, is not only one of the largest such rural facilities in America but also widely respected as one of the best. Through a series of federal earmarks, Bucknell also has developed a partnership with researchers at a Florida research institute, which has already yielded promising results in robotics. These efforts have enabled Bucknell to establish an Office of Sponsored Research, implement an Intellectual Property Policy and enhance technology transfer efforts.

Bucknell students, who are civically engaged and predisposed to action, have an independent impact on the regional community. In 2007-08, students raised more than $200,000 in donations and contributed
52,000 service hours to local, national and international organizations.

**Relations with External Constituencies**

The University has a comprehensive communications and marketing division dedicated to conveying the Bucknell story to admissions and employee prospects, alumni, parents, donors, other friends of the University, and the media through print, electronic, video and social networking communications. The strategic communications and marketing plan established in 2007 grew out of the most comprehensive analysis ever done of perceptions of Bucknell among external constituencies, and was endorsed by the Board of Trustees.

Graduates of Bucknell, and even parents and grandparents of graduates, develop sustained relationships with the University. They continue to assist successive generations of Bucknellians with financial support, career advice and networking, off-campus externships and internships, full-time placements for students, and volunteer service.

Bucknell has more than 49,000 living alumni, residing in every state and more than 100 countries. They are organized into 41 active clubs in the U.S. and abroad and come back to Lewisburg every five years for Reunion. Additionally, as a result of the recent merger of Alumni Relations and Career Services, Bucknell has created engagement opportunities for alumni and students based on academic, extra-curricular and professional interests. For example, the Bucknell Professional Network, which includes parents as well as students and alumni, consists of eight initial sub-networks: consumer products, engineering, entrepreneurial, finance, health, law, media/technology and public service.

Bucknell values alumni engagement and feedback. A 55-person Alumni Association Board of Directors works closely with the University on issues relevant to alumni and interacts frequently with Bucknell’s smaller alumni associations, including the Bucknell Engineering Alumni Association, the Association for the Arts, the Black Alumni Association of Bucknell, Gay, Lesbian and Bisexual Alumni, the Bison Club and the Alumni Greek Council. The Alumni Association Board of Directors demonstrated its commitment to students several years ago by appointing students to the board.

An online alumni network called B-Link supplements personal forms of engagement. With 12,000 registered users since it was launched in spring 2008, B-Link allows alumni, students, parents and faculty to exchange resources for pursuing common academic, curricular and professional interests. B-Link will soon feature a searchable Bucknell Business Directory to help Bucknellians support each other’s business ventures.

Bucknell has one of the most successful and effective Parents Board organizations in the country, with its 60 members organized in a series of committees aligned with the University’s strategic goals, and annually providing record-setting levels of support, both in participation and in total funds raised.
National and International Outreach

Current students will live and work in a multi-cultural, high-technology world that demands broad perspective and transferable habits of thought. To prepare for this future, the foundations of the undergraduate curriculum include independent and collaborative learning, as well as focused study in international and modern culture and issues. The annual International Focus Year lecture series provides a forum for in-depth discussions of a relevant global issue with distinguished scholars from around the country. Through the Bucknell Forum National Speaker Series, a range of distinguished guests visit the University annually for discussion in classroom and public venues of a rolling series of topics, such as citizenship and global leadership; recent guests have included Doris Kearns Goodwin, F.W. de Klerk, and Niall Ferguson. Future plans call for the creation of a Center for Global Studies and a Center for Public Policy and Civic Engagement.

More than 45 percent of all Bucknell students study abroad for a summer, semester or full year at 130 sites in Europe, Asia, the Middle East, Africa, Australia, New Zealand, and Central and South America. Bucknell sponsors its own programs in Spain, France, England and Barbados, and offers a number of approved programs through formal relationships with global education organization partners. Several domestic programs have also been approved for Bucknell students, including the Duke University Marine Laboratory Program in North Carolina and semester internship programs in Washington and Philadelphia. In addition to semester and year-long programs, Bucknell also offers faculty-led summer programs in such locations as Barbados, Northern Ireland and the U.S. Virgin Islands.

Bucknell’s active volunteer programs extend beyond the University’s regional borders. Each year, a group of students, faculty and staff participates in the Bucknell Brigade, a community development effort in Nicaragua initiated in 1999 after Hurricane Mitch. Another active volunteer effort was organized in New Orleans in the aftermath of Hurricane Katrina. This tradition of undergraduate community service commitment and experience has translated into international leadership in the production of Peace Corps volunteers and similar post-graduate service pursuits.

Real-World Experience: Internships and Externships

Internships are not only an important way for students to test their affinity for a given career; in the current economic climate, they are also one of the best ways to secure crucial practical experience and often employment upon graduation. For the summer of 2009, the Office of Alumni Relations and the Career Development Center challenged alumni and parents to secure more than 500 new undergraduate internships. This goal was exceeded, and students had 514 internships from which to choose, at companies such as Deloitte, ABC News, Johnson & Johnson, Lockheed Martin, NASA, the Smithsonian Art Museum, Children’s Hospital in Boston and Time Inc. The Bucknell Public Interest
Program also provided stipends to 29 students who secured non-paid summer public sector internships, both domestic and international, and the Capitol Hill Internship Program supported eight additional student internships in Washington, D.C.

The Bucknell Externship Program was established in 2006 to provide sophomores with short-term, unpaid, non-credit shadowing experiences (usually two days) with a corporate, government or non-profit sponsor during the University’s winter break period. This experience often helps students decide on their choice of academic major as well as career and industry interests. Successful externships sometimes lead to summer internship opportunities. Externship sponsors are Bucknell alumni, parents, employers and friends of the University.
V. A Secure Financial Future

**Finances**

Despite the recent downturn in the economy, Bucknell is in a very sound financial position, characterized by conservative fiscal management and careful stewardship. The University’s prestigious Aa2 credit rating from Moody’s was re-affirmed in March 2009. Only 27 institutions in the nation have higher credit ratings. A low debt-to-equity ratio provides the opportunity to consider additional debt financing as one element of a comprehensive financial plan to achieve the institution’s strategic objectives. Favorable enrollment trends and continuing strong market demand assure a stable revenue stream. A new, integrated financial model under development will allow real-time assessment of the net revenue consequences of different decision-making scenarios.

Bucknell University’s endowment had a total market value of approximately $443 million as of June 30, 2009, and the annual operating budget for fiscal year 2010 is $222 million, including $46 million in financial aid.

**Admissions and Financial Aid**

Responding to a changing demographic and economic climate, Bucknell embarked five years ago on a new admissions strategy to build sustainable relationships with secondary schools, community-based organizations, scholarship programs and community colleges. Rather than seeking to maximize applications, Bucknell has focused on establishing and expanding pipelines that encourage and strengthen affinity and influence yield. As an example, the admissions office collaborates with Bucknell coaches to optimize the recruitment of the 150-200 new student-athletes in each entering class. Other pipelines have been established through partnerships with organizations such as Posse, A Better Chance, and United World College. This operational paradigm, supported by a comprehensive campus visitation program that ranges from the traditional preview/tour to a customized one-day visit, has resulted in slightly smaller applicant pools with a higher level of interest in the University. The acceptance rate has been slightly below 30% for the past three years, and the yield on acceptances recently grew from 33% to more than 40% for the most recent two years.

Although the University draws most of its students from the Middle Atlantic States, significant numbers of students come from New England (17.5% in the Class of 2013) and the western states (7.7% in the Class of 2013). Each year’s entering class typically has representation from 35-40 states, plus the District of Columbia. Current admissions efforts include strengthening the University’s position within the student marketplaces in New England, Virginia and the west coast, while establishing a greater presence in markets such as Atlanta, Chicago, Dallas/Fort Worth, Houston, Jacksonville and Miami.

Through focused efforts, particularly our participation in the Davis United World College Scholars Program, Bucknell is beginning to increase its international student population. In the last two recruiting classes, non-resident internationals averaged 3.7% and internationals with different visa statuses...
averaged another 3%. These figures are almost double earlier results.

Approximately 44% of all undergraduates in FY 2008-09 had financial need. Bucknell met ninety-five percent of that need. Need-based grant awards averaged $21,300, and total need-based institutional grant aid was $37 million. Non-need scholarship grants were awarded to 127 undergraduates, and an additional 47 received non-need athletic scholarships. The University’s current discount rate is 30%, and the average loan burden of graduating seniors is $19,000.

Advancement and the Comprehensive Campaign

New resources will be required to implement fully the five strategies of The Plan for Bucknell. To attract these resources, the University has translated the strategic goals into giving opportunities for The Bucknell University Comprehensive Campaign, with a goal of $400 million. Currently in its private phase, the campaign has received strong support despite the economic downturn. Total gifts and commitments as of October 23, 2009 exceed $127 million—32% of the goal. Targeted areas for support include faculty needs ($75 million), the academic program ($100 million), scholarships ($125 million), the student experience ($25 million), and campus facilities projects ($75 million).

For 2008-09, private gifts and pledges totaled $45.7 million and receipts totaled $25.4 million. The Annual Fund received $10.2 million for current operations. Alumni participation was 36%, as was the rate of support by parents. Approximately 21% of the University’s operations are supported by private gifts and spendable endowment income.

Governance

Administration

The Board of Trustees appoints the president, who in turn appoints the principal administrative officers: the provost, chief of staff, general counsel, vice president for communications, vice president for development and alumni relations, vice president for enrollment management, and vice president for finance and administration.

Faculty Governance

Bucknell enjoys a strong and successful tradition of shared governance, which includes a series of standing faculty committees that deal with matters in the faculty’s domain (establishing curricula and courses of study, requirements for admission and conditions for graduation), as well as University-wide committees that include representation of faculty, administrative staff and students, and encompass such areas as personnel policies, planning and budget.

Board of Trustees

The Board of Trustees represents a breadth of experiences, talents and interests drawn from a broad pool of individuals dedicated to the University’s well being. The trustees, predominantly alumni, meet four times annually to approve strategic and fiscal policies.
There are currently 40 voting trustees, including the president. After a recent review and revision of the Bylaws, the terms of trustees are now limited to a maximum of fifteen years. The primary functions of the board are delegated to the standing committees, of which there are currently eleven: academic affairs, audit, buildings and grounds, compensation, development and alumni relations, finance, human resources, investments, long-range planning, student affairs and trusteeship. An Executive Committee is empowered to exercise board authority between meetings if necessary.

The president is an *ex officio* member of each committee, with the exceptions of the Audit Committee and the Compensation Committee. His or her presence and input is expected and valued in the committee deliberations and the plenary sessions of the board.

**Students**

The student body is represented by the Bucknell Student Government (BSG), which is elected by the students. The officers attend certain University-wide committees and attend Board of Trustees meetings. The BSG is responsible for many of the student organizations and clubs on campus, and the allocation of student activities fees.
Looking to the Future: Opportunities for the Next President

The next president of Bucknell University will join the institution at a historical moment of great promise and excitement. With the broad outlines of the University’s strategic plan, *The Plan for Bucknell*, embraced by the full community, the next president will have the opportunity to realize the possibilities it lays out, enhance *The Plan* as new ideas and circumstances emerge, and move Bucknell forward into an era of increasing strength and stature. The five themes of *The Plan for Bucknell* articulate a number of the key initiatives the president will be expected to lead:

I. **Strengthen Bucknell’s academic core:**
   The next president will provide vision and direction to the University’s commitment to elevate its distinguished academic quality to even greater levels of excellence. Bucknell has a strong foundation, including the recent transition to a five-course teaching load and increases in the number of faculty and the resources available to support their efforts. Institutional goals in this area include the following:
   - Attracting an exceptionally talented, diverse faculty and student body to Bucknell;
   - Creating an intellectually engaged climate among students;
   - Innovating across the curriculum and ensuring that global perspectives are essential elements of a Bucknell education;
   - Advancing the teacher/scholar model by supporting the scholarly and pedagogical development of faculty at all stages of their careers; and
   - Continuing to enhance the competitiveness of Bucknell’s professional programs while upholding the core values of a liberal arts education.

II. **Deepen the residential learning experience:**
   The next president will give strategic leadership to the coordination of Bucknell’s vibrant residential life and co-curricular programs with its academic program in ways that contribute to students’ personal, social and ethical development. Institutional goals in this area include the following:
   - Increasing the systematic integration of student affairs and academic affairs to foster the well-rounded development of students as global citizens during their four years at Bucknell;
   - Realizing the full potential of Bucknell’s residential experience to contribute to student learning;
   - Integrating athletic and recreational programs within the residential living and learning environment; and
   - Encouraging exploration, risk-taking and leadership development.

III. **Enhance diversity:**
   The next president will champion Bucknell’s commitment to diversity as an elemental component of its ability to thrive in the 21st century. The University is proud of its participation in the Posse and Jack Kent Cooke Scholars programs, and its mentorship programs for high school students, but it is ambitious to do much more. Institutional goals in this area include the following:
   - Increasing the diversity of Bucknell’s students, faculty, staff, administrators and Board of Trustees;
Fostering a campus climate that is inclusive, supportive and nurturing of open exchange;

• Assuring that the curriculum, pedagogy and scholarship at Bucknell reflect the institution’s commitment to diversity;

• Establishing partnerships with other institutions with significantly diverse student populations; and

• Preparing graduates for leadership positions in an increasingly global and culturally complex world.

IV. Build bridges: The next president will create and sustain strategic partnerships for Bucknell at international, national and local levels. With more than 49,000 alumni around the world, and increasing international representation within the student body and faculty, Bucknell’s reach is already global. At the same time, the University remains committed to local and regional partnerships that can enhance the quality of life in the Susquehanna Valley. Institutional goals in this area include the following:

• Cultivating Bucknell’s international status as a leader in higher education;

• Advancing students’ opportunities for study abroad, career exploration, and community service and development;

• Deepening mutually beneficial collaborations with many agencies and organizations in Lewisburg and the surrounding region;

• Creating strong, productive relationships with local, state and federal governments; and

• Establishing distinctive and meaningful opportunities for alumni, parents and friends to sustain their relationships with Bucknell.

V. Secure the financial future of the University: The next president will lead the public phase of the most significant fundraising campaign in Bucknell’s history. Now in its “private phase,” the campaign has a $400 million goal. The University is financially sound, well positioned to weather the current challenging macroeconomic environment, and carries an extremely strong credit rating. As with all ambitious plans, the vision of The Plan for Bucknell will require additional resources to become a reality. Institutional goals in this area include the following:

• Raising the funding necessary to support The Plan for Bucknell;

• Broadening the base of philanthropic support for the University and increasing the proportion of alumni who give to their alma mater;

• Increasing Bucknell’s endowment-per-student; and

• Creating an effective process for deciding among competing priorities for investment in order to maintain quality, foster innovation and balance short and long-term institutional needs.
Bucknell University seeks a dynamic leader with a deep knowledge of and commitment to residential liberal arts education and the ability to champion and advance its distinctive identity and mission within higher education. The ideal candidate will possess the following attributes:

- A distinguished record of intellectual achievement;
- Commitment to the highest standards of learning, teaching and scholarship;
- Demonstrated leadership and administrative accomplishment;
- Successful experience in fundraising and financial management;
- The ability to think strategically and drive institutional innovation;
- A demonstrable commitment to diversity in all its forms;
- A consultative, accessible and confident leadership style that inspires trust and collaboration at all levels of the University;
- Outstanding interpersonal skills with the ability to cultivate a culture of teamwork and develop strong relationships among all constituencies;
- The ability to inspire and unify the Bucknell community around a compelling, integrated sense of purpose;
- The ability to be the lead representative of Bucknell locally, nationally and globally;
- Exceptional communications skills; and
- Personal integrity, courage, approachability and a sense of humor.

**Additional Information**

For more information, please visit Bucknell University’s home page at: www.bucknell.edu.

**Compensation**

Salary and benefits will be competitive.

**Starting Date**

July 1, 2010.

Bucknell University values a diverse college community and is committed to excellence through diversity in its faculty, staff, and students. An Equal Opportunity/Affirmative Action Employer, Bucknell University especially welcomes applications from women and minority candidates.

**Applications and Nominations**

For best consideration, please send all nominations and applications electronically no later than December 1, 2009 to:

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