

HEIDRICK & STRUGGLES



President

Position Specification
2024

About Drexel

Drexel is a comprehensive, global R1-level research university with a unique model of experiential learning that combines academic rigor with one of the nation's premier cooperative education programs. Drexel integrates education, scholarship, diverse partnerships, and its global community to address society's most pressing challenges through an inclusive learning environment, immersive experiential learning, external partnerships, transdisciplinary and applied research, and creative activity. Drexel prepares graduates of diverse backgrounds to become purpose-driven professionals and agents for positive change.

Founded in 1891 in Philadelphia, Drexel has built its global reputation on core achievements that include Drexel co-op, history, and research. Drexel engages with students and communities around the world:

- [Three Philadelphia campuses and other regional sites](#);
- The [Academy of Natural Sciences of Drexel University](#), the nation's oldest major natural science museum and research organization;
- [International research partnerships](#), including China and Israel; and
- [Drexel Online Education](#), one of the first and most successful providers of online degree programs

Drexel has 21,703 students with total revenues of approximately \$1 billion and more than \$966 million in endowment assets.

About Drexel: Our History



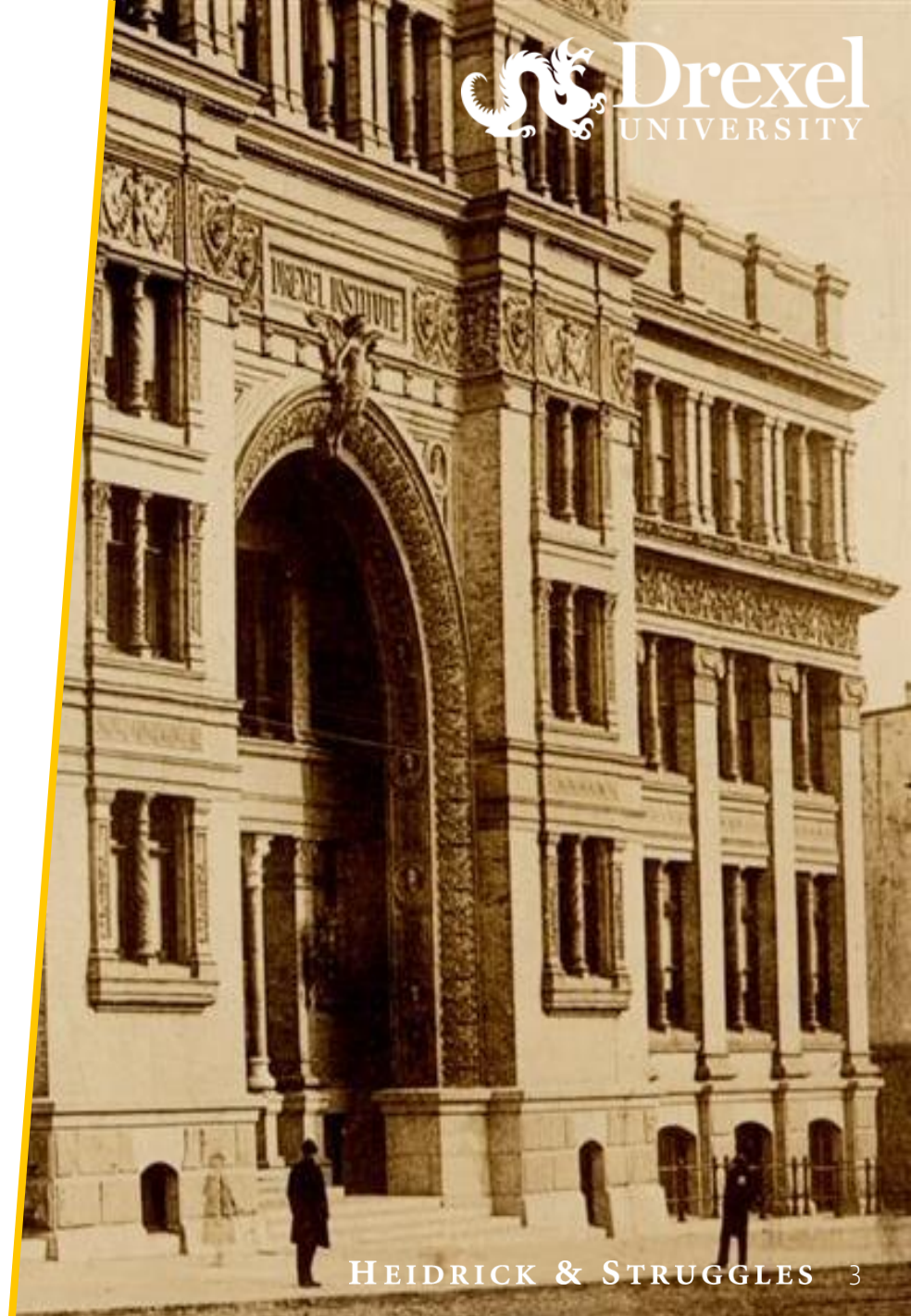
In [founding Drexel University](#), Philadelphia financier and philanthropist Anthony J. Drexel launched a tradition of innovation. He envisioned an institution of higher learning uniquely suited to the needs of a rapidly growing industrial society and of the young men and women seeking their place in it—core values that continue to guide the University in its modern era. His vision was officially realized in 1891 with the establishment of the Drexel Institute of Art, Science and Industry.

Originally a non-degree-granting institution, Drexel began conferring the Bachelor of Science degree in 1914, when its 18 departments were organized into four schools. In 1927, the Commonwealth of Pennsylvania granted Drexel the privilege to confer the Master of Science degree and in 1965, the Doctor of Philosophy degree.

The institution's curriculum and organization of its academic programs have evolved to include 15 colleges and schools. In accordance with this evolution, Drexel has undergone two changes in name, in 1936 becoming Drexel Institute of Technology, and in 1970, Drexel University. The current title reflects the institution's commitment to research as well as the breadth of its programs. The University continues to expand—in 2006 Drexel became the first major research university to open a new law school in 25 years and is one of just two universities operating a law school that follows a cooperative model of education. Drexel also established an affiliation with one of Philadelphia's most storied institutions, The Academy of Natural Sciences, in 2011.

With innovation running through the heart of Drexel, the University has been at the forefront of higher education. In 1983, Drexel became the first university in the U.S. to require all undergraduates to adopt the microcomputer for use in coursework, with over 1,800 students being provided their own Macintosh 128Ks at a time when it was cutting-edge technology. This commitment to technology means that it was a natural fit for Drexel to become the first major university to operate a fully wireless campus in the year 2000.

Through all the changes and evolution, Drexel's core mission has held constant. Since its founding, the institution has remained a privately controlled, nonsectarian, coeducational center of higher learning, distinguished by a commitment to preparing men and women for success in their chosen careers. Its greatly expanded enrollment, campuses, and curriculum reflect a history of responsiveness to societal and individual needs. *Ever the visionary, Anthony Drexel noted when he founded Drexel: "I know the world is going to change, and therefore, the university must change with it."*



About Drexel: Fast Facts

Enrollment & Alumni

- 21,703 total students, from nearly all the 50 U.S. states and more than 100 countries
- 13,560 undergraduate students
- 8,143 graduate and professional students
- 13.96% international students
- 3,662 online students
- Over 470 Drexel student-athletes compete in 18 Division I NCAA sports in the Coastal Athletic Association
- More than 150,000 alumni worldwide

Faculty & Staff

- More than 10,000 faculty & staff, which includes 2,193 faculty

Academic Programs & Campuses

- Over [200 degree programs](#)
- Over 80 undergraduate majors and minors
- [15 colleges and schools](#)
- A wide array of specialized program options such as accelerated, bridge, combined, and interdisciplinary degrees, preprofessional programs (pre-med and pre-law), and international opportunities
- Campuses include the University City Campus, Center City Campus, Queen Lane Campus, LeBow College of Business Malvern Campus, the College of Medicine at Tower Health in West Reading, and online

Budget & Endowment

- Total revenues of \$1 billion
- Endowment assets more than \$966 million

Notable Rankings

- Top 100, *U.S. News & World Report*, National University Rankings, 2023
- Top 50, *U.S. News & World Report*, National University Rankings (Private Institutions), 2023
- 2nd Nationally, *U.S. News & World Report*, National Co-op/Internship Programs, 2023
- Top 60, *Wall Street Journal/College Pulse Rankings*, Best Colleges in the U.S., 2024
- 6th in Pennsylvania, *Wall Street Journal/College Pulse Rankings*, Best Colleges in the U.S., 2024
- 31st Nationally, *Wall Street Journal/College Pulse Rankings*, Best Colleges in the U.S. (Private Institutions), 2024



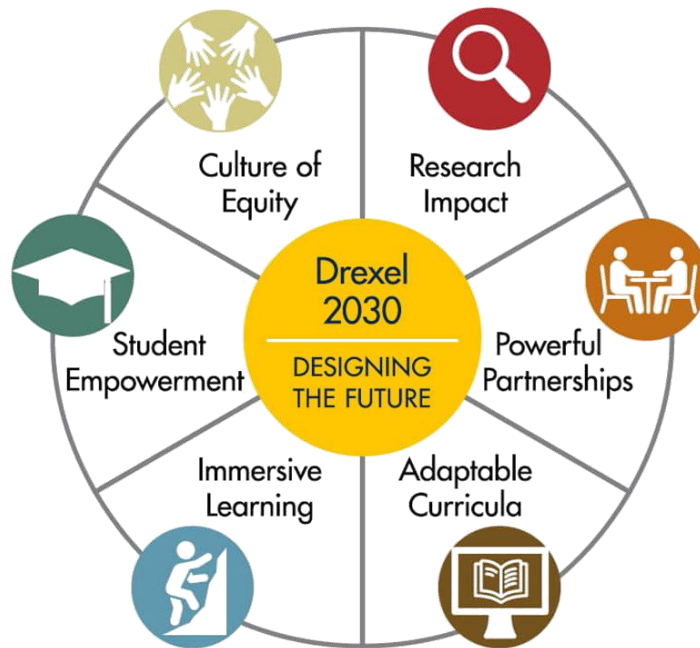
About Drexel: Research

Research at Drexel generates more than \$169.6 million in annual expenditures for both externally and internally sponsored research and thousands of scholarly and creative works. To date, the University has generated more than 100 inventions as well as over 44 U.S. patents and Drexel ranked 66th in the *National Academy of Inventors* in 2023 and *Intellectual Property Owners Association's* list of the world's top 100 universities for patents granted in the country in 2018.

Also in 2018, Drexel achieved R1 status for *very high research activity* in the Carnegie Classification of Institutions of Higher Education. This growth has added to Drexel's reputation as a knowledge-intensive institution and assures the University a place in the top 100 research universities in the country.

About Drexel: Drexel 2030—Designing the Future

Launched in 2020, Drexel is underway on an ambitious, ten-year strategic plan, [Drexel 2030 – Designing the Future](#) that provides a road map for the University to fulfill its mission, better the campus experience, and enhance community impact. Drexel has identified six imperatives that will guide the University in building a sustainable culture of education, scholarship, and collaboration:



- *Set the standard for cutting edge, adaptable curricula;*
- *Enhance and expand high-quality, immersive learning experiences;*
- *Expand Drexel’s research impact;*
- *Empower students to be purpose-driven, global citizens;*
- *Harness the power of partnership; and*
- *Foster and strengthen an inclusive and equity driven culture*

The goal of this plan and the coinciding initiatives is to transform the University into a more nimble, collaborative, and inclusive community and continue to solidify its place as a global leader in research, innovation, experiential learning, and civic engagement.

About Drexel: Fundraising

In 2022, Drexel concluded its most ambitious fundraising campaign ever, *The Future is a Place We Make*. Surpassing the original goal of \$750 million, Drexel raised more than \$800 million from more than 42,000 alumni and 4,000 friends of the University to advance University priorities related to student success (including scholarships, fellowships and co-op), faculty research, endowed professorships and chairs, academic support, civic engagement, and learning spaces on campus.



By the Numbers

- \$806.6M raised
- 42,000+ alumni engaged
- 46,000+ donors
- 1,300: donor-supported co-op stipends made available (50 percent increase)
- 300+: number of endowed scholarship and fellowship funds and programs created for students
- 55% donors who are Drexel alumni
- 1,250+ current members of the A.J. Drexel Society, who give \$1K and more during an academic year
- 293 new members of Drexel’s Legacy Society, who have included the University in their estate plans
- 19: number of endowed professorships, chairs and athletic coach positions created
- 2: number of Drexel schools and colleges named for donors during the Campaign (Dana and David Dornsife School of Public Health and Thomas R. Kline School of Law)

About Drexel: Economic Impact

Over the last 25 years, Drexel has grown to become an economic engine for Philadelphia, serving as one of the city's largest employers, contributing millions of dollars in wage taxes, attracting external funding for research and key real estate development projects, investing in public schools, and supporting important community organizations.

Drexel's economic impact can be seen in the University's dedication and investment in public schools and education. Notably, Drexel raised close to \$42 million for a new K-8 school building in West Philadelphia, which houses students from Samuel Powel Elementary and the Science Leadership Academy Middle School. Further, in collaboration with the city of Philadelphia and the School District, Drexel secured a \$30 million U.S. Department of Education Promise Neighborhood grant in 2016 to support seven neighborhood schools in the Promise Zone.

In 2019, Drexel and Tower Health launched a joint venture to acquire [St. Christopher's Hospital for Children](#), the primary academic affiliate where Drexel College of Medicine students do most of their pediatric training. The hospital has highly acclaimed programs in pediatric trauma and neonatal care, oncology, a Heart Center, and the only dedicated pediatric burn center in the region; ownership of the hospital, coupled with Drexel's 20-year academic affiliation with Tower Health, secured Drexel's ability to provide high-quality, accredited pediatric training to its medical students. The acquisition also restored St. Christopher's to nonprofit status and local ownership, as well as preserved the 144-year-old hospital's ongoing legacy as a site for quality community care and medical education in North Philadelphia.

In 2021, Spark Therapeutics, a U.S.-based biotechnology company, announced plans to invest an initial \$575 million in the creation of a new, state-of-the-art gene therapy innovation center on Drexel's campus in University City. The project broke ground in 2023 and is expected to be completed in 2026. It will be the first gene therapy manufacturing facility of its size in Philadelphia.

Also notable is Drexel's high-profile Schuylkill Yards project, the first phase of which development began in November 2017. The project intends to produce 4.6 acres of entrepreneurial space, educational facilities, research laboratories, corporate offices, residential and retail spaces, hospitality venues and open public spaces. This is emblematic of Drexel's leadership and deep connection to Philadelphia and its business and civic life.

- **Employment:** \$365.5 million annually in wages and taxes
- **Education:** \$13 million in full-tuition scholarships for low-income Philadelphia students annually
- **Public Schools:** \$42 million to build a new school building in West Philadelphia; \$30 million 5-year grant to support neighborhood schools
- **Community:** \$2 million annually to support community organizations
- **Construction:** \$600 million in third-party development since 2010

About Drexel: Civic Engagement

Drexel has committed to being the nation's most civically engaged University, with community partnerships integrated into every aspect of service and academics. Through the [Lindy Center for Civic Engagement](#), [Dornsife Center for Neighborhood Partnerships](#), [Women in Natural Sciences](#), and other collaborative community-building programs, students and community members participate in civic engagement that connect them to community and cultural institutions and educate them in problem solving, diversity, good citizenship and leadership. The University encourages and facilitates honest conversations regarding the values and motivations that drive its commitment to civic life, while weaving engagement into all aspects of its mission and operations: from academics and research to student life and athletics, from participation in and support of local initiatives to the evaluation of institutional business practices. Drexel's engagement is long-term and multigenerational; works on local, regional, and global levels; and is fundamental to the University's identity and future.

Drexel's work as a civically engaged university continues to garner national attention. Most notably, the Carnegie Foundation for the Advancement of Teaching has awarded Drexel with its prestigious *Community Engagement* classification in recognition of the ongoing institutional commitment to developing strong community partnerships that support the evolving needs of the University's broader communities.



DREXEL UNIVERSITY

Lindy Center

for Civic Engagement

HEIDRICK & STRUGGLES

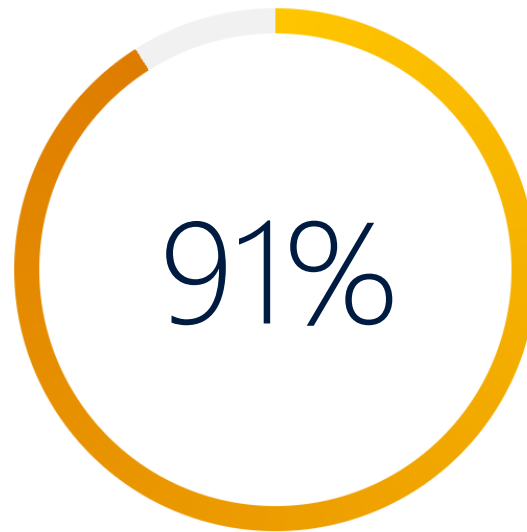
About Drexel: Cooperative Education

Founded in 1919, [Drexel's cooperative education program](#) was one of the first of its kind, and it continues to be among the largest and most renowned. Serving as the cornerstone of experiential learning at Drexel, co-op enables students across all academic disciplines to gain up to 18 months of work experience and build an impressive résumé before they graduate that will set them apart from their peers. Each co-op experience is unique and serves to broaden the scope of a student's learning, allowing them to return to their classrooms with an enhanced contextual understanding and perspective they can share with their professors and classmates.

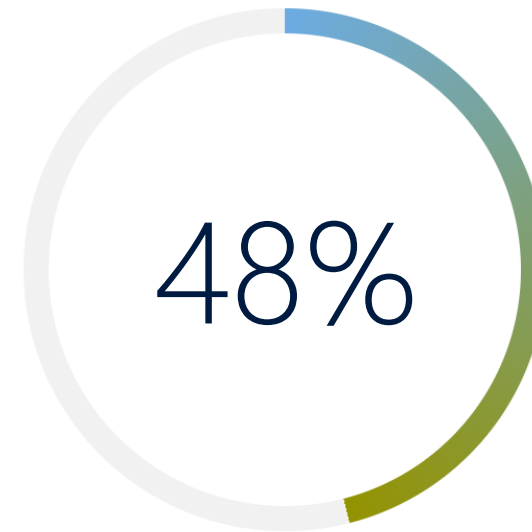
Most undergraduate co-op experiences are full-time and paid, and those that are both carry a gross median six-month salary of over \$21,000. Students obtain positions with major corporations such as Amazon, Children's Hospital of Philadelphia, Comcast Corporation, Exelon Corporation, Google, Lockheed Martin, Susquehanna International Group LLC, and Vanguard Group.



Drexel undergraduate students enrolled in the co-op program.



Co-op students that found their experience relevant to their career objectives.



of co-op participants working full-time had received a job offer from a former co-op employer.

The Position

Position Title President

Location Philadelphia, Pennsylvania

Reports To Board of Trustees

Position Summary Thanks to its longstanding commitment to innovation, Drexel has always been at the frontiers of higher education. From market-responsive degree programs to experiential learning, to its strong connection to industry and early embrace of technology: Drexel has frequently found itself “ahead of its time,” making strategic bets in the name of expanding learning and student success.

This institutional DNA has positioned Drexel well for this moment, when higher education faces its greatest confluence of headwinds yet. Like most universities nationwide, Drexel faces challenges including shifting demographic trends, rising costs, increased questions around return on investment for education, and heightened government involvement. Drexel has proactively planned for these disruptions by intensifying efforts over the past few years to strengthen the University’s ability to remain competitive, nimble, and focused on excellence.

The next President will leverage the institutional foresight and, importantly, lead Drexel to double-down on its distinctive assets and execute against a strong strategic plan. Specifically, Drexel has put into place measures to help the University adapt and transform into an even more agile, innovative, financially sustainable, and consequential version of itself. These measures include both the University’s strategic plan as well as an academic restructuring as recommended by a University-wide committee.

The Position

Position Summary (cont'd)

As the execution of these plans are underway but will not yet be completed with the arrival of the next President, the next leader will help Drexel continue to streamline and amplify "Drexel's big things": research and innovation; partnerships with organizations and businesses; civic and urban engagement; global engagement; critical thinking; and lifetime learning. Likewise, Drexel will invest in a set of new core competencies critical for the success of their graduates. Across all these efforts, the President plays an important role in driving execution and results, and ensuring proper incentives are in place to achieve these goals.

The next President will inherit a strong, high-functioning team and be responsible for further recruitment and continued development of a highly talented team, necessary to achieve success on this scale. From there, the President and this team are responsible for developing and improving internal processes, systems, and communications to ensure the entire enterprise, and all related entities, are supported in their pursuit of excellence.

The incoming President will be a visible leader with a strong presence on campus, demonstrating excellent relationship-building skills and a collaborative approach to unify faculty, staff and students throughout all levels of the University. While building on current successes, the President must focus on academic programs and research capabilities as the core of Drexel's brand as an academic institution, ensuring these areas receive significant attention and support.

Finally, to achieve all these goals, the President serves as the chief advocate, spokesperson, and fundraiser for the University, actively building and maintaining coalitions with business and civic communities. The President will work to ensure, above all else, that the University has the resources essential for a leading higher education institution.

The Person: Qualifications

Drexel's 15th President must lead with clear communication, a collaborative spirit, and strong delegation skills, while balancing creativity, risk-taking, and a tolerance for the ambiguity of an ever-changing landscape. The role requires a blend of effective decision-making, engagement with internal and external stakeholders, and a robust fundraising ability. The President will expend considerable time and energy working with external constituencies to generate the resources the University needs to carry on and expand its operations and enhance its profile. Therefore, the next President should demonstrate a growth mindset and a proven track record in fundraising, as well as demonstrated adeptness in communication, negotiation, and diplomacy.

The next President must present innovative and forward-thinking vision, stay informed on best practices and challenges in higher education, and rally key stakeholders around Drexel's strategic plan. They must also be adaptable to changes and lead any necessary strategic adjustments.

The ideal candidate for Drexel's Presidency will possess the following professional qualifications and personal characteristics:

- **Leadership:** Successful senior leadership experience within a complex, relevant institution with the diversity of students represented at Drexel is key. Familiarity with the wide range of programs, including medical and healthcare programs, is helpful, although not required
- **Academic:** Credentials and accomplishments that will earn the respect of Drexel's academic community; an appreciation of teaching and Drexel's experiential approach to education; and an appreciation for the unique culture of an academic institution and the foundational role of Drexel's faculty
- **Management:** Substantial management experience including responsibility for people, processes, planning and budgets; a decisive, collaborative, inclusive decision-making style; experience addressing broad challenges and successfully leading institutional transformation
- **Strategy:** Exceptional strategic analysis skills; the ability to anticipate rather than simply to react; awareness of evolving trends in higher education; disciplined, creative thinking and a sense of where to invest—and where not to invest
- **Resources:** Ability to attract philanthropic and other contributions to Drexel, and to manage those resources skillfully based on sound business principles and practices

The Person: Qualifications

The ideal candidate for Drexel's Presidency will possess the following professional qualifications and personal characteristics:

- **Motivational Leadership and Accountability:** Invest in the development of the leadership team and inspire a diverse set of stakeholders to achieve their best through clear goal-setting, while maintaining responsibility for performance and progress to ensure objectives are met effectively
- **Board Relations:** Ability to work successfully with an informed and engaged Board of Trustees
- **Student Focus:** Ability to convey a sincere commitment to Drexel students in all disciplines and enthusiastically promote the student living and learning experience
- **Communication:** Well-developed communication skills, including the ability to speak effectively to groups of all sizes both within and beyond the University, and an inclusive approach to working with University colleagues
- **Relationships:** Outstanding relationship-building skills with a diverse and engaged faculty and student body, as well as demonstrated leadership both within the external academic community and with alumni, government, business, civic, and the non-profit and cultural communities. Understanding of Drexel's impact and role in the Philadelphia community and further opportunity to expand globally
- **Diversity:** A demonstrated commitment to diversity in all its forms; the ability to work effectively with people of diverse backgrounds
- **Core Commitments:** A full understanding of and commitment to Drexel's central commitments to academic excellence, experiential learning via cooperative partnerships, cutting-edge technology, and its location in the dynamic urban setting of Philadelphia
- **Personal Qualities:** A 'forever-student' dedicated to professional and personal growth, forthright and open style, trustworthiness, boundless energy, a high degree of self-confidence, and an enthusiasm for Drexel's history, mission, and future
- **Collaboration:** Ability to foster unity and collaboration following the departure of a long-serving leader; proven leadership of teams through transitional periods and aptitude for building rapport and trust with diverse stakeholder groups

The Person: Pivotal Experience and Expertise

Candidates will be evaluated against the following criteria:

Strategic Implementation

Proven experience in executing strategic plans and driving results, with a track record of innovation, identifying growth opportunities, and driving towards a vision. Ability to proactively anticipate challenges, stay ahead of evolving higher education trends, and guide others through change. Apply disciplined, creative thinking to make informed investment decisions.

Organizational Leadership

A track record of successful leadership driving results and enabling collaboration in large, complex institutions, as well as leading transformative institutional changes innovatively and successfully. Demonstrated excellence in financial acumen and operational management, with the ability to delegate effectively and provide clear direction. Strong people management skills, with a track record of recruiting, retaining, and developing a diverse and talented team.

Stakeholder Engagement

Exceptional relationship-building skills with multiple stakeholder groups, including faculty, staff, and students. History of external partnership-building with alumni, government, business, civic, non-profit, or cultural organizations. Brings a student-centered approach with a deep commitment to prioritizing and supporting the needs and success of students. Demonstrated record of community- and team-building and the proclivity to listen, first.

Resource-Building

Demonstrated ability to successfully lead fundraising initiatives and generate significant revenue, including a proven record of developing and implementing strategies that attract and secure financial support from a variety of sources. A leader who can inspire and animate external audiences to invest in the institution's future through fundraising and other engagement.

Nomination / Application Information

Initial screening of applicants will begin immediately and continue until the position is filled. Drexel University will be assisted by Jackie Zavitz, Ellen Brown Landers, J.J. Cutler, Meghan Ashbrock, and Sulli Cressler of Heidrick & Struggles, Inc.

Nominations and applications should be directed to: DrexelPresident@heidrick.com



EEO Statement

Drexel University is an Equal Opportunity/Affirmative Action employer, welcomes individuals from diverse backgrounds and perspectives, and believes that an inclusive and respectful environment enriches the University community and the educational and employment experience of its members. The University prohibits discrimination against individuals on the basis of race, color, national origin, religion, sex, sexual orientation, disability, age, status as a veteran or special disabled veteran, gender identity or expression, genetic information, pregnancy, childbirth or related medical conditions and any other prohibited characteristic.