



The Spelman & Johnson Group

Position Specification

**University of Delaware
Newark, DE**

Director of Admissions

Background

The University of Delaware has a great tradition of excellence, from its founding as a small private academy in 1743, to the research-intensive, technologically advanced institution of today.

The school's first class included three signers of the Declaration of Independence and one signer of the U.S. Constitution. The more than 145,000 living Blue Hens are making vital contributions to the world. Vice President Joseph R. Biden Jr. and his wife, Jill, are both UD alumni.

The University received its charter from the State of Delaware in 1833 and was designated one of the nation's historic Land Grant colleges in 1867. Today, UD is a Land Grant, Sea Grant and Space Grant institution. The Carnegie Foundation for the Advancement of Teaching classifies UD as a research university with very high research activity—a designation accorded less than 3 percent of U.S. colleges and universities. During the past decade, external funding for research has more than doubled and now exceeds \$148 million a year; UD now ranks among the nation's top 100 universities in federal R&D support for science and engineering.

State-of-the-art facilities support UD academic and public service activities. The newest of these facilities, a science and engineering building scheduled to open in Fall 2013, will provide core research facilities for the University of Delaware Energy Institute, the Center for Energy and Environmental Policy, the Delaware Environmental Institute, and the Catalysis Center for Energy Innovation. It will also be the teaching laboratory for a first-year interdisciplinary science curriculum that UD faculty who are known internationally for their expertise in problem-based learning are designing. Additionally, the University is currently developing the 274-acre site of a former auto assembly plant into a research and technology campus that will support bench-to-bedside translational research and teaching collaborations in the health sciences as well as science and engineering collaborations with local industries.

Distinguished speaker series, symposia, 21 intercollegiate athletics programs and numerous intramural and club sports, more than 300 student organizations, concerts, exhibits, and other arts and cultural activities enrich campus life.

Thomas Jefferson once described Delaware as a "jewel" among states due to its strategic location on the East Coast, halfway between Washington, D.C., and New York City. Today, however, the location of Delaware's flagship university increasingly is invoked as "halfway between Los Angeles and London." The increasing number of international undergraduates on the Newark campus, changes in state-wide demographics, a rich menu of study abroad programming, and international partnerships that facilitate faculty and student exchanges all contribute in different and important ways to students' education and signature UD learning experiences as global citizens.

In addition to the Georgian-inspired main campus in Newark, UD has locations in Lewes, Wilmington, Dover, and Georgetown. The Lewes campus is the College of Earth, Ocean, and Environment's second home. UD's Associate in Arts degree is offered, in cooperation with Delaware Technical & Community College, at the UD Academic Centers on the campuses of Delaware Technical & Community College in Wilmington, Dover, and Georgetown.

Mission Statement

The University of Delaware exists to cultivate learning, develop knowledge, and foster the free exchange of ideas. State-assisted yet privately governed, the University has a strong tradition of distinguished scholarship, research, teaching, and service that is grounded in a commitment to increasing and disseminating scientific, humanistic, and social knowledge for the benefit of the larger society. Founded in 1743 and chartered by the state in 1833, the University of Delaware today is a land-grant, sea-grant, space-grant, and urban-grant university.

The University of Delaware is a major research university with extensive graduate programs that is also dedicated to outstanding undergraduate and professional education. University faculty are committed to the intellectual, cultural, and ethical development of students as citizens, scholars, and professionals. University graduates are prepared to contribute to a global society that requires leaders with creativity, integrity, and a dedication to service.

The University of Delaware promotes an environment in which all people are inspired to learn, and encourages intellectual curiosity, critical thinking, free inquiry, and respect for the views and values of an increasingly diverse population.

An institution engaged in addressing the critical needs of the state, nation, and global community, the University of Delaware carries out its mission with the support of alumni who span the globe and in partnership with public, private, and nonprofit institutions in Delaware and beyond.

Strategic Plan – Path to Prominence™

Shortly after UD's 26th president, Patrick T. Harker, joined the University in 2007, UD launched a strategic planning process that has identified five guiding principles. These serve as beacons to guide the institution's progress forward:

- Delaware First
Our first and most important commitment is to be the flagship of higher education for the State of Delaware—both by ensuring that every Delawarean has access to a top-quality education, and by applying the strengths and resources of the University to benefit the greater Delaware community. The rising prominence of the University of Delaware will bring new energy, opportunity, and recognition to the State of Delaware.

- Diversity
The University of Delaware will foster a robust educational environment in which all people are welcome and feel welcome—one that supports critical thinking, free inquiry, and respect for diverse views and values. As a community, we will embrace diversity as an integral and vital part of everyday life and a cornerstone value of our University.
- Partnership
The University of Delaware will create innovative partnerships for economic and community development, building knowledge and promoting ideas that serve the critical needs of the state, the nation, and the world.
- Engagement
The University of Delaware will engage students, faculty, staff, and alumni in the most compelling social, cultural, artistic, and scientific challenges of our age. It will place itself among the world's leading universities by addressing such important matters as environmental sustainability, social justice, and alleviation of human suffering.
- Impact
Our job is not done until our ideas, our expertise, and our students are given the opportunity to make a significant difference in the world. To succeed, we must assure that the University's innovation, excitement, and accomplishments are publicly known throughout Delaware, academia, and across the nation and the world.

The University's Strategic Plan also articulates six "milestones" that represent different dimensions of its strategic investments of resources and energy to move the institution into a position of preeminence. These areas of focused effort in redefining the academic environment of the University are:

- A Diverse and Stimulating Undergraduate Academic Environment
- A Premier Research and Graduate University
- Excellence in Professional Education
- The Initiative for the Planet
- The Global Initiative
- The Engaged University

Full text of the UD strategic plan can be read at <http://www.udel.edu/prominence/index.html>

The Faculty

The distinguished faculty includes internationally known authors, scientists and artists, among them Nobel laureates, Guggenheim and National Endowment for the Humanities Fellows, Fulbright Scholars, and members of the National Academy of Engineering, National Academy of Sciences and the American Association for the Advancement of Science. Some important current data points about the UD faculty:

- 1,131 full-time and 41 part-time faculty (excluding department chairs and supplemental teaching faculty)
- 40% of the full-time faculty are female, 11% are Asian, 5% are African American, 2% are Hispanic, almost 2% are international, and almost 1% are Native American or multi-ethnic

- 90% of the full-time faculty hold a Ph.D. or the highest degree in their field
- Almost 80% of full-time, tenure-eligible faculty are tenured
- Undergraduate student-faculty ratio is 12 to 1 as of fall 2010
- Student-faculty ratio is 15 to 1 as of fall 2010 (includes graduate students as well as undergraduates)

The Students

- 2011 enrollment totaled 21,489, which included 17,092 undergraduates (752 in the Associate of Arts program), 3,617 graduate students, and 780 professional and continuing studies students
- 16,262 (95%) of undergraduate and 2,750 (76%) of graduate students are enrolled on a full-time basis
- Approximately 44% of undergraduate students live in residence halls
- 43% of undergraduate students are male
- 64% of undergraduate and 74% of graduate students are from out-of-state
- 5% of undergraduates and 5% of graduate students are African-American; 6% of undergraduates and 3% of graduate students are Hispanic; 4% of undergraduates and 4% of graduate students are Asian; 2% of undergraduates and 1% of graduate students are multi-ethnic; and 4% of undergraduates and 30% of graduate students are international

Additional information about students, personnel, finances, and facilities at the University of Delaware is available at the Facts & Figures website: <http://www.udel.edu/IR/fnf/>.

Academics

The University of Delaware offers premier academic programs emphasizing both the enduring value of a liberal education and the importance of cultivating new and emerging fields of knowledge and artistic expression to address the most compelling challenges of our time.

UD's seven colleges—Agriculture and Natural Resources; Arts and Sciences; Business and Economics; Earth, Ocean, and Environment; Education and Human Development; Engineering; Health Sciences—support courses and degree programs in a broad range of disciplines (3 associate's, 147 bachelor's, 119 master's, including 15 joint degrees, and 54 doctoral programs).

Signature UD learning experiences for undergraduates are supported through: the University Honors Program, which enrolls ~2,000 students (~450 first-year students/year); undergraduate research and service-learning (~700 students/year); study abroad programming on all seven continents (~40% of UD undergraduates participate); and First-Year-Experience programming (coordinated by the Division of Student Life, the Office of University Studies, the Honors Program, and individual colleges and departments).

The University is home to chapters of two highly regarded honor societies, Phi Beta Kappa and Phi Kappa Phi. UD's Phi Kappa Phi chapter was just the fifth chapter in the nation to be chartered, in 1905.

UD has been accredited by the Middle States Association of Colleges and Secondary Schools since 1921. The most recent re-accreditation review for Middle States occurred in 2011 and was a "Special Topics" review focusing on the first three "milestones" of the University's Strategic Plan. Professional accreditation also is held in accounting, agricultural engineering/engineering technology, athletic training, business administration, chemistry, clinical psychology, dietetics, education, engineering, family and community services, medical technology, music, physical therapy, public administration, and nursing.

Financial Overview

For Fiscal Year 2011, Total Operating Revenues were \$810.1 million, including \$116.1 million from State Appropriations. Total Operating Expenses and Transfers were \$810.1 million. Externally Funded Activity totaled \$196.4 million, and the value of the endowment as of June 30, 2011 was \$1,138.2 million.

Tuition and fees for Delaware residents for the 2011-12 academic year:

Tuition	\$9,670
Room	\$6,450
Board	\$4,020
Health Service Fee	\$494
Comprehensive Student Fee	\$790
Student Center Fee	\$238
Total	\$21,662

Tuition and fees for non-residents for the 2011-12 academic year:

Tuition	\$25,940
Room	\$6,450
Board	\$4,020
Health Service Fee	\$494
Comprehensive Student Fee	\$790
Student Center Fee	\$238
Total	\$37,932

Leadership

Dr. Patrick Harker, President

Dr. Patrick T. Harker is the 26th president of the University of Delaware, a position he assumed in July 2007. Concurrent with his appointment as president, Dr. Harker was appointed professor of Business Administration in the Alfred Lerner College of Business and Economics and a professor of Civil and Environmental Engineering in UD's College of Engineering.

In May 2008, Dr. Harker unveiled UD's Path to Prominence™, a sweeping strategic plan predicated on an intellectually stimulating undergraduate experience, excellence in research and in graduate and professional education, environmental leadership, global engagement and service to the community.

Under Dr. Harker's leadership, a number of new research institutes and centers have been established or re-defined to support these goals. Among these are the Delaware Environmental Institute, the UD Energy Institute (both of which integrate energy and environmental science, engineering and policy), the Institute for Global Studies, the Center for Political Communication, and the Center for the Study of Diversity. In addition, the Office of Economic Innovation and Partnerships was established to stimulate invention and entrepreneurship, translate UD research into economy-driving technologies, and facilitate inter-institutional partnerships regionally such as the Delaware Health Sciences Alliance (which is strengthening health care education, research and delivery, and establishing Delaware as a health sciences hub), and the University's partnership with the Army in the delivery of professional education in STEM, administrative, and business disciplines at Aberdeen Proving Ground in Maryland.

Prior to his appointment at UD, Dr. Harker was the dean of the Wharton School at the University of Pennsylvania and the Reliance Professor of Management and Private Enterprise. Dr. Harker was appointed dean in February 2000, after serving as the school's interim dean and deputy dean. Dr. Harker was also a senior fellow at the Wharton Financial Institutions Center and held a secondary appointment as a professor of Electrical and Systems Engineering at Penn. Before assuming the deanship, Dr. Harker was chair of the Operations and Information Management Department at Wharton.

Dr. Harker is a member of the board of directors of Pepco Holdings, Inc. as well as Huntsman Corporation, and a founding member of the board of advisors for Decision Lens, Inc. Previously, Dr. Harker served as a trustee of the Goldman Sachs Trust and the Goldman Sachs Variable Insurance Trust, a member of the board of managers of the Goldman Sachs Hedge Fund Partners Registered Fund LLC, a member of the advisory board of Juniper Bank and chair of the Scientific Advisory Board of Traffic.com, Inc.

Dr. Harker's nonprofit leadership includes service as a member of the boards of Christiana Care Health Systems, First State Innovation, Catholic Relief Services and Easter Seals of Delaware. He is a member of the Regional Leadership Initiative Steering Committee at the Council on Competitiveness, and a trustee of Howard University. He is also a founding member of the Board of Directors of the National Leadership Roundtable on Church Management.

Dr. Harker received his B.S.E. and M.S.E. in Civil Engineering in 1981, and an M.A. in Economics and a Ph.D. in Civil and Urban Engineering from the University of Pennsylvania in 1983.

Dr. Harker became the youngest faculty member in Wharton's history awarded an endowed professorship when he was named the UPS Transportation Professor of the Private Sector in 1991. In 1994, Dr. Harker was named chair of the Department of Systems Engineering in Penn's School of Engineering and Applied Science and held this position until 1996.

In his 26-year career, Dr. Harker has published or edited nine books and more than 100 professional articles. Most recently, Dr. Harker is engaged in the analysis of the operations and economics of the service sector. From 1996–99, he served as editor-in-chief of *Operations Research*, the premier journal in the field. In June 1991, President George H.W. Bush named Dr. Harker a White House Fellow, one of 16 chosen nationwide. In this position, he served one year as a special assistant to the director of the FBI.

Dr. Tom Apple, Provost

Tom Apple is the Provost of the University of Delaware. As the chief academic officer, he is responsible for the quality of the academic programs, the research and the scholarship of the University. The Provost drives the success of the University's faculty members and students. The Deans of the seven colleges report directly to him as do the Vice President for Student Life and the Vice Provosts for Research, Graduate and Professional Education and Libraries. Dr. Apple is also a Professor of Chemistry & Biochemistry.

Prior to serving as Provost, Dr. Apple was the Dean of Arts & Sciences at the University of Delaware, 2005–09. Dr. Apple came to Delaware from Rensselaer Polytechnic University, where he served as Dean of Graduate Education, Vice Provost, and Interim Vice Provost for Institute Diversity. Dr. Apple also served as Chair of the Department of Chemistry at Rensselaer and Professor of Chemistry. At Rensselaer Dr. Apple was only the third recipient of the Trustees Outstanding Teacher Award. Before joining the faculty at Rensselaer Apple was a member of the faculty at the University of Nebraska. At Nebraska Dr. Apple twice received the Parent's Association Award for Outstanding Teaching.

Dr. Apple did his undergraduate work at Penn State University and received his doctorate from the University of Delaware in Physical Chemistry. He did Post-doctoral work at Iowa State University, working

in the Ames Laboratory supported by the Department of Energy. Dr. Apple's research focuses on magnetic resonance spectroscopy applied to solid materials, catalysts, and polymers. He has over 100 refereed papers and invited talks and he has garnered 13 Federal grants from NSF and NIH to support his research. Dr. Apple has served extensively on review panels for the NSF, DOE and many academic institutions.

Fall 2011 Freshmen Applications, Acceptances, and Enrollment

Over 24,800 students applied for freshman admission to the University of Delaware for Fall 2011, and 3,915 first-time freshmen accepted their admissions offers. Average SAT scores for first-time Newark Campus freshmen was 1827 (1221 on the critical reading plus math parts). On average, 92% of Newark campus freshmen return for their sophomore year, and over 3 out of 4 students graduate within five years.

ALL STUDENTS

Total Applications.....	24,843
Completed* Applications	23,708
Offered Admission to Newark campus	13,767
Offer Rate	58.1%
Offer Accepted (Newark campus)	3,915
Yield Rate	28.4%
Average SATs	1827 (1221 on cr + m)

DELAWAREANS

Total Applications.....	2,876
Completed* Applications	2,796
Offered Admission to Newark campus	1,792
Offer Rate	64.1%
Offer Accepted (Newark campus)	1,136
Yield Rate	63.4%
Average SATs:.....	1750 (1171 on cr + m)

OUT-OF-STATE STUDENTS

Total Applications.....	21,967
Completed* Applications	20,912
Offered Admission to Newark campus	11,975
Offer Rate	57.3%
Offer Accepted (Newark campus)	2,779
Yield Rate	23.2%
Average SATs	1859 (1243 on cr + m)

*Completed = excludes all applications that could not be acted upon either because they were incomplete or because the student withdrew the application before a decision was rendered.

Retention rates for entering first-time, full-time freshmen (Newark Campus):

	Total # of Freshmen	% Retention to 2nd fall
2004.....	3,442.....	88.8
2005.....	3,506.....	90.3
2006.....	3,252.....	90.4
2007.....	3,571.....	91.4
2008.....	3,500.....	91.2
2009.....	3,811.....	92.0

2010..... 3,394.....

Overview of the Admissions Office and the Leadership Environment

Peggy Bottorff, Associate Provost for Administration and Enrollment, oversees the financial management of the Provost's Office including short-term and long-term budgetary planning. The Associate Provost also oversees the Admissions and Registrar's Offices (Enrollment Services). The overarching goals in Enrollment Services are to enroll the most outstanding class possible of students who will embrace what the University of Delaware has to offer, and to manage student information for the maximum benefit of students and academic units.

Ms Bottorff was appointed in 2010 following the retirement of Joe DiMartile, Associate Provost for Enrollment Services, who oversaw admissions and the Registrar's offices. Mr. DiMartile had served in that role since being promoted from Registrar in 2003. The previous Associate Provost, Fred Siegel, served from 1997-2003 and left UD to accept a position as associate vice president at George Washington University.

Additionally, in 2009 the Office of Financial Aid was merged with billing and collection to form a new Student Financial Services group, which reports through the Finance office to the Executive Vice President.

Louis Hirsh is retiring as Director of Admissions in June, 2012. During Mr. Hirsh's tenure as director of admissions, the University has seen steady growth in undergraduate applications, as well as implementation of the Commitment to Delawareans, which helps Delaware residents prepare for admission to UD and offers them financial support. Hirsh came to Delaware in 1984 as assistant director of the Honors Program and academic adviser for honors admissions. He was named associate director of admissions in 1986, deputy director in 2002 and director in 2003.

Professionals in the UD Office of Undergraduate Admissions are a diverse group. Their ages range from 20-something to 60-something. They are first-generation college goers and grandchildren of college graduates and hail from numerous states. You will find UD alumni amongst the staff as well as graduates from some of the top private and public universities in the world. Their interests are as varied as their personalities but they are all passionate about one thing -- their contributions to the University of Delaware community.

The current organization of the admissions office consists of 37 full-time staff members. Senior members of the staff are:

- Jeff Rivell, Deputy Director
- Faye Duffy, Senior Associate Director
- Amy Greenwald Foley, Senior Associate Director
- Christine Schultz, Senior Associate Director
- Terry Whittaker, Senior Associate Director
- Kirsten Brown, Associate Director
- Erica Hinson, Associate Director

Responsibilities of the Position – Director of Admissions

Reporting to the Associate Provost for Administration and Enrollment Services, the Director of Admissions is the chief enrollment officer for the University. The Director manages freshman admissions and undergraduate transfer admissions to the seven colleges, the University Studies Program (for Newark campus first-year students who do not identify a major when applying to UD), and the Associate in Arts Program, ensuring that the University's overall enrollment goals are attained. The Director works closely with

University senior leadership, student financial services, and the registrar's office in matters relating to the admission and recruitment of freshmen/transfers and their successful matriculation and persistence at the University; the Director also interacts with deans, department chairs, the director of the Honors Program, and senior faculty/administrators in addressing these matters. The Director works with the Associate Provost, student financial services and others to define and implement a scholarship awarding strategy to best meet the enrollment goals of the University. The Director interprets policy and makes recommendations to the Associate Provost as needed, and also ensures that accurate data is utilized to support decisions and make projections. The Director maintains high visibility, not only within the University community, but also with the University's several public constituencies, *i.e.*, prospective students and their families, guidance personnel in the public and private sectors, alumni, and community leaders. The Director supervises approximately 22 professional and 15 salaried staff in the daily operation of the Admissions office, while advising the Associate Provost in all aspects of the office's mission.

- Manages the admission of freshman and transfer applicants to the University including establishing criteria and monitoring the flow of the applicant pool to ensure a timely decision making process;
- Establishes and implements short- and long-range organizational goals, objectives, strategic plans, policies, and operating procedures; monitors and evaluates programmatic and operational effectiveness, and effects changes required for improvement;
- Designs, establishes, and maintains an organizational structure and staffing to effectively accomplish the organization's goals and objectives;
- Supervises approximately 22 admissions professionals in all facets of undergraduate admissions, including training, hiring and evaluation;
- Represents the university to various institutional divisions as well as externally to media, governmental agencies, funding agencies, students and their parents, and the general public. Plans, coordinates, and evaluates the recruitment activities of the office, both on and off campus;
- Collaborates with the Associate Provost and others in developing marketing strategies to serve the University's enrollment objectives as well as to publicize and honor the University's Commitment to Delawareans (<http://www.udel.edu/commitment/#commitment>);
- Collaborates with the Associate Provost and others in developing marketing strategies to serve the University's enrollment objectives;
- Promotes the University to a diverse audience including prospective students, parents, counselors, school officials, alumni, University personnel and the general public;
- Assists and advises the Associate Provost in all aspects of the admissions enterprise including budget administration and planning, and policy development;

Qualifications of a Successful Candidate

Qualifications of a successful candidate include:

- Bachelor's degree (Master's preferred) in a related field with 7-10 years of admissions experience with increasing levels of responsibility;
- Thorough understanding of the admissions profession, familiarity with selective admissions and financial aid practices;
- Supervisory experience;
- Experience managing or developing data-informed admission decision processes;
- Ability to manage complex, collaborative relationships;
- Skill in organizing resources and establishing priorities;
- Effective interpersonal and communication skills and the ability to work effectively with a wide range of constituencies in a diverse community;

- Skill in examining and re-engineering operations and procedures, formulating policy, and developing and implementing new strategies and procedures.

In addition to the qualifications noted above, the following characteristics, attributes, and experiences of an ideal candidate were also consistently identified by University of Delaware stakeholders. The successful candidate should:

- Demonstrate a track record of success in leading, mentoring, and inspiring an admissions office to achieve enrollment goals and fostering an attitude of staff responsiveness;
- Recognize that admissions is a relationship-driven, student-focused enterprise and that retention and graduation are catalysts for student success;
- Appreciate that undergraduate recruitment and admissions is a key component in a comprehensive university-wide enrollment management strategy;
- Bring a holistic understanding of enrollment management that demonstrates a commitment to recruiting, retaining, and graduating students;
- Be committed to building and maintaining a strong, resilient, and resourceful admissions team;
- Maintain a focus on continual process improvement through effective assessment and analysis of outcomes;
- Demonstrate the ability to lead an organization through changes—including the integration of new technology and new ways of doing business;
- Serve as a strong advocate for undergraduate admissions throughout the University and the State of Delaware;
- Collaborate with the associate provost to research, analyze, develop strategies, and implement initiatives to expand student recruitment and enrollment;
- Lead, mentor, develop, and inspire staff members in the admissions office;
- Have a high level of energy, a self-starter;
- Showcase success in opening new recruitment markets and diversifying the University's undergraduate student body;
- Possess a high proficiency and keen interest in using current computer technology, including student information systems, website management, e-recruitment methodologies, etc;
- Demonstrate strong communication and presentation skills, coupled with an outgoing personality needed to serve as a key ambassador for the university to internal and external constituencies;
- Possess a high level of professional integrity and a demonstrated track record of state and federal compliance within the admissions profession;
- Be knowledgeable about financial aid and the rules and regulations associated with it;
- Bring a track record of success that demonstrates an ability to effectively promote programs, resources, and services of an institution to the university's market;
- Be respected in the field;
- Able to balance decisiveness and self-confidence with humility;
- Have budget oversight and projection experience;
- Possess political savvy;
- Be current with national trends in admissions and enrollment management;;
- Be an enthusiastic proponent of public higher education;
- Have strong listening skills;
- Appropriately balance work life and personal life and encourage the admissions team to do the same;
- Demonstrate a highly collaborative approach to working with others, particularly academic partners, across the institution on common goals and objectives;
- Be a consummate relationship builder.

Likely Priorities and Challenges of the Position

The next Director of Admissions will need to have the vision, creativity, and relationship-building skills and energy to meet targeted enrollment goals and effectively manage the details of daily operations in the admissions office. The Director will need to work collaboratively with the associate provost, registrar, student financial services, and other key administrators and faculty throughout UD. The ability to assume a leadership role in strengthening and expanding recruitment and enhancing market share while simultaneously continuing a strong tradition of service and customer satisfaction is very important.

Additional priorities and challenges include:

- Increasing the diversity of the student body;
- Continuously improving the academic profile of enrolled students;
- Identifying and developing new markets for recruiting students;
- Assisting the associate provost and others in the university community toward increasing retention;
- Enrolling the strongest classes while staying within the budget and admitting the appropriate number of students into each of the University's programs;
- Assisting academic leadership within the university to ensure that available academic programs meet the demands of prospective students;
- Engaging and building a sense of teamwork among admissions staff members;
- Providing professional growth and development opportunities for admissions staff;
- Effectively managing all the details involved in the smooth daily operations of the admissions office.

Measures of Success for the Position

As the new Director of Admissions moves through his/her second year at the University of Delaware, the following items will be important measures of success:

- Targeted enrollment goals have been met;
- Staff reporting to the director have confidently embraced this new leadership and strong and effective working relationships have been established within the admissions office and externally;
- All office operations run smoothly and effectively and deadlines are met;
- Reports are submitted and distributed to the university community on time;
- Technology is being effectively employed in all areas of admissions to optimize efficiency, enhance student-centered service, and manage essential data necessary for strategic enrollment planning.

Benefits Overview

The University of Delaware offers a competitive, comprehensive program of benefits for employees and their family members, including, but not limited to:

Tuition remission;
Paid time off;
Multiple health plan options;
Dental plans;
Prescription drug coverage;
Competitive, option filled retirement plan;

Programs for child care and elder care;
Domestic partnership benefits;
Flexible Spending Accounts;
Home purchase assistance;
Disability benefits;
Auto and homeowners insurance programs;
Bereavement time off;
Mass transit and parking programs.

Application and Nomination

Applications, including a position-specific cover letter and resume, may be submitted online at http://www.spelmanandjohnson.com/jobs/directorofadmissio_293/. Nominations for this position may be emailed to mah@sjgsearch.com. If you are unable to submit materials electronically, please call SJG at 413-529-2895.

SJG – The Spelman & Johnson Group
University of Delaware – Director of Admissions
Mark A. Hall, Search Associate

Visit the University of Delaware website at www.udel.edu

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