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“WE ARE PREPARING OUR STUDENTS TO MAKE A DIFFERENCE IN THE WORLD AND TO BE COMPETITIVE IN THE GLOBAL MARKET PLACE.”
The spring at Delaware Valley College, as always, is being ushered in with the fine greenery of our magnificent arboretum. This year, however, nature has some competition. Rising from the northeast corner of campus are steel girders that signal the first new academic facility since the Feldman Agriculture Building in 1972.

Those girders are the framework for the Life Sciences Building, which will be ready for classes in January 2014. Watching them rise is a thrill in itself, but the construction represents so much more that is rising.

For several years now we’ve been telling the story of a college on the move; of an institution that is transforming itself; of a place with a broad and dynamic strategic plan that guides us past challenges and into the realm of great opportunity.

At this stage in the College’s history, I couldn’t be more excited. We have built on a distinguished legacy by incorporating the old into the new. The successful formula of scholarship based on theory and practice has been preserved, as have the strong values and sense of purpose from founder Dr. Joseph Krauskopf. As always, DelVal maintains a nurturing environment where faculty and students work in close collaboration.

Times change and we are changing with them. We are preparing our students to make a difference in the world and to be competitive in the global market place. We are adding faculty and programs and expect to attain university status in 2014. We are closely analyzing what we do and how we do it in order to function as a high performance organization.

And we are realizing our overall vision with funding from a $50 million campaign that is meeting our current expectations and is on its way to meeting its goal in the next two years.

All this and more has been presented to the Middle States Commission on Higher Education, which in April ruled that Delaware Valley College met all of its 14 standards for reaccreditation.

The offshoot is that our confidence and pride are rising like those steel girders.

I invite you to learn more by reading this report. It contains a narrative on our year and a list of all those who have been generous and supportive of Delaware Valley College, the people whom we couldn’t do without. This report is a testament to them and to their faith in our future and the future of our students.

Sincerely,

Dr. Joseph S. Brosnan, President
A PROMISING FUTURE
GUIDED BY HISTORY

Delaware Valley College looks different because things are changing. A day cannot pass without improvement, an addition, an upgrade, better landscaping, new furniture, paint, repairs, signs, pictures and posters. These are surface reflections of a much deeper change. That change involves a renewed commitment to academics and student success; to new programs and services and a better way to deliver them.

Goals have been set high. Many already have been reached. As daily routines and traditions continue, as students walk casually to class and faculty members prepare their lessons, Delaware Valley College is becoming something greater. It is an institution wrapped in excitement and headed toward a future of unprecedented, exemplary achievement.

As it moves forward, it is guided by its history and its founding principles. The strengths of yesterday are the strengths of today. The existing foundation, sturdy and well designed, will support what is coming.

With so much change, the reliance on the past is crucial. Take, for example, the new master’s program in policy studies.

“Policy studies was planned so that all faculty would participate in teaching,” said Dr. Bashar Hanna, vice president for academic affairs and dean of faculty. “As we began to put together the program components, the agricultural faculty stepped up and produced three of the five tracks – sustainability, agricultural policy and food policy.”

What was strong in the past is even stronger today.

“I’d like to reassure everyone that although we are changing, we are keeping the spirit of DelVal,” said Dr. Joseph S. Brosnan, college president. “The attributes of the past will remain: Building on them will strengthen our future.”

Those attributes were forged by the founder, Dr. Joseph Krauskopf, and have been infused into the core values adopted by the Strategic Planning Committee. They also are reflected in the day-to-day operation of the College.
TAKING THE PAST
AND MAKING IT MODERN

Dr. Krauskopf was a scholar, a philosopher, an educator, a social reformer, a humanitarian and a visionary. His intellectual pursuits were vast. But there was another side to him. In his youth he helped his father, a lumber dealer, harvest trees from German forests. It made him vigorous and healthy and gave him a love of nature. More important, it shaped an educational philosophy that links theory with practice.

The teaching of theory with practice became part of Dr. Krauskopf’s broad legacy. It lives today at DelVal under the name experiential learning. DelVal students have always worked and learned outside the classroom. Now, further honoring Dr. Krauskopf, they will be doing more of it as the experiential learning program takes on new dimensions.

“Experiential learning has been a hallmark of the College since its founding,” said Dean Benjamin Rusiloski, who leads the effort as the recently appointed executive director of the Center for Student Professional Development. “The term then was science with practice, but it now goes beyond science into all of our programs. Our commitment to the founder’s ideas spans the entire curriculum.”

The aspirations for the revised program are high.

“By 2020 we want to be recognized as having the best experiential learning program in the country,” Dr. Brosnan said.

For many years, the tradition at DelVal was that students would work 500 hours in a position related to their majors.

“During the strategic planning process, and in our research, it was shown that the 500-hour employment program was too narrow a focus,” Dean Rusiloski said.

The new program, which began in January for freshmen, includes study abroad, research, leadership, community service, civic engagement and internships.

The desired effect is that DelVal students, after receiving a holistic, career-centric experience, will develop new knowledge in their majors but also learn necessary work-place skills such as communications, teamwork, networking and interviewing.
EXPERIENTIAL LEARNING

“THE NEW EXPERIENTIAL LEARNING IS OUR HISTORY IN MODERN FORM.”
A STATUS OF INCREASED DISTINCTION

The discussion began in 2008. Then came the work. In 2014, barring any unforeseen difficulties, Delaware Valley College will become a university.

“The idea evolved out of the strategic planning process,” Dr. Brosnan said. “We saw the research and knew we had to find a way to hold on to agriculture while providing a vehicle for other strong programs. We needed space for that, and university status gives us that space. It also opens things up for our graduate programs. People couldn’t see them. University status changes that. It is a way to reshape our academic image.”

One of the first steps toward becoming a university was a restructuring that created four schools:

- The School of Agriculture and Environmental Sciences, headed by Dean Russell C. Redding.
- The School of Life and Physical Sciences, headed by Dean Benjamin E. Rusiloski.
- The School of Business and Humanities, headed by Dean Kim Martin Long.
- The School of Graduate, Professional and Entrepreneurial Studies, headed by Interim Dean James Moryan.

A minimum of five graduate programs is needed to become a university in Pennsylvania. DelVal had only three. Through research and discussion, a faculty-driven process selected counseling psychology and policy studies as the fourth and fifth. Both have received state approval. Classes begin in the fall.

Meanwhile, a sixth program for a doctorate in education went into the research and development phase. Next year, work on a seventh graduate program will begin.

Still, a university is more than just graduate programs. There are many to serve and there should be multiple ways to serve them. Take veterans and members of the military. This group has not only distinguished itself by wearing the uniform, it represents one of the fastest growing student segments. DelVal, operating like a university before it has even become one, reacted quickly to this new demographic. Last fall it established the Janet Manion Military and Veterans Center as a way to provide guidance, counseling and attention to these special non-traditional students.

There are other ways DelVal has acted to answer the needs of both learners and the market place.

When demand surged for knowledge and understanding of sustainability, the College created a minor in that discipline. Then it went further. It converted the Roth Farm property in Montgomery County into the Roth Center for Sustainable Agriculture.

DelVal recruited 21 new full-time faculty members in the last four years, expanded online learning, added more off-campus teaching locations and – after much research and planning – launched a more robust experiential learning program that will give students multiple options for real world experience.

When the status of increased distinction comes, it will be necessary to brand the new university. This will involve a serious and fairly detailed process. There will be research, forums and focus groups. The college community and all stakeholders will be involved. A marketing campaign is being developed to present the new university to both internal and external audiences.

After much collaboration and consensus, the birth of the new university will be heralded in a campus celebration, and Delaware Valley College – with all traditions intact – will enter a new phase in its storied history.
“WE SAW THE RESEARCH AND KNEW WE HAD TO FIND A WAY TO HOLD ON TO AGRICULTURE WHILE PROVIDING A VEHICLE FOR OTHER STRONG PROGRAMS. WE NEEDED SPACE FOR THAT, AND UNIVERSITY STATUS GIVES US THAT SPACE.”
EVER-RISING ACADEMICS

Since the arrival of Dr. Brosnan in 2007, the emphasis on academics has increased. It has been at the core of almost everything. That trend is unabated.

“We are poised to become the standard of excellence among small, teaching-focused, applied learning universities,” said Dr. Hanna.

As a guide, the strategic plan says much about the future of academia at DelVal. Even so, it was decided that more detail and analysis was needed. To answer that need, a document equivalent to a specific strategic plan for education is being prepared.

Called “The Academic Implementation Plan,” it is in its early stages. When completed, it will chart DelVal academics through to the year 2020.

“Anytime an institution boldly puts a strategic plan together it is incumbent on every unit within that institution to look carefully at the strategic plan and to investigate how it can fulfill the strategic plan from its perspective,” Dr. Hanna said. “That is what we are doing with the Academic Implementation Plan.”

Like the strategic plan as a whole, the academic plan is being mapped over time periods referred to as the “three horizons.” The first runs until 2014 and includes:

- Reaccreditation with the Middle States Commission on Higher Education.
- Successful application to the Pennsylvania Department of Education for university status.
- The successful change to a university.
- Development of the first doctorate’s degree.

Horizons two and three remain in the very preliminary stages, Dr. Hanna said, but when the plan is fully implemented in 2020, the result will be a “fully functioning university with four strong schools, each offering undergraduate and graduate degrees to prepare our students to enter a wide variety of careers.”

This will be done with a curriculum that is relevant, current and comprehensive.

“If we stay current and relevant,” Dr. Hanna said, “we will always have an appeal. Our value proposition – our worth to students – will never be compromised.”

He noted that high value is critical to all colleges and universities that want to be successful. This is because higher education is coming under more scrutiny – much of it by government – than ever before.

Some is deserved, he said. Some is over emphasized. None of it can be ignored.

Chief among the criticism is this idea of value. With good jobs in short supply, with tuitions rising and college debt reaching new highs, the simple question is being asked: Is college worth it?

“A radical shift is taking place,” Dr. Brosnan said. “The middle class is leaving higher education because fewer can afford it. The threat is real and any institution that ignores it does so at its own peril.”

Many of the changes at DelVal are related to these market forces.

With the Academic Implementation Plan and scores of other initiatives in place and under study, DelVal is prepared for the coming challenges. It is nimble and ready for change.

“We’ve done a good job moving the College forward,” Dr. Brosnan said. “We are where we need to be, and in places where we are not, we will be there soon.”
We are poised to become the standard of excellence among small, teaching-focused, applied learning universities.
“STUDENTS NEED TO BE ALLOWED TO FOCUS ON THEIR STUDIES. THEY SHOULDN’T BE DISTRACTED BY COMPLICATED OR INEFFICIENT PROCESSES. WITH THE HELP OF THE STUDY, WE WILL ESTABLISH AN ENVIRONMENT CONducive TO STUDENT SUCCESS.”
There’s a term being used at Delaware Valley College: High performance organization. It is what DelVal intends to be.

“In a low performance organization, people respond to difficulties by saying, ‘It’s not my job.’ In a high performance organization, they say, ‘Let me help with that.’ ”

That assessment comes from Roy Ortman, the College’s strategic planning implementation coordinator. He is at the vortex of all change. One of his key roles is to oversee the transformation of DelVal into a high performance organization.

“In such an organization, the culture is one of collaboration. Goals are aligned,” he said. “It’s an attitude.”

But there is more to it than that. Practices and processes, some rather complex, have to be upgraded so they work smoothly and efficiently. They have to keep pace with expectations, with technology, with the market place.

Ortman explained how students starting school in the fall are sometimes distracted from their studies by questions about bill payment and financial aid. This situation was noted in an ongoing study that will involve every department on campus. It is being done by outside experts in conjunction with staff and faculty. The end focus is on students, specifically on ensuring success in both their living and learning environments.

The idea behind it is to improve student services as a means to promote student learning, achievement and satisfaction. When it is completed, DelVal will be a model high performance organization.

“Students need to be allowed to focus on their studies,” Ortman said. “They shouldn’t be distracted by complicated or inefficient processes. With the help of the study, we will establish an environment conducive to student success.”

Soon there will be a new process where bills and financial aid issues are all resolved by the start of school.

After a department is studied, recommendations are issued and workshops are held. So far, over 100 recommendations have been made, many have been implemented and there is still much work to do.

Out of all this has come something remarkable. Under a magnifying glass, DelVal can see its blemishes. But shining through is an impressive operation managed by dedicated, knowledgeable people.

“We’ve proven that we care,” Dr. Brosnan said. “We’ve proven that we are committed to something bigger than ourselves. We’ve come to the conclusion that it is time we recognize this and celebrate success more. We have done so much and we are still reticent about bragging. All of us should feel very proud. This pride goes back not just five years, but decades, and really started at our founding.”

The review project has inspired people, he said. It has given faculty and staff a sense of where they are going. It has helped bring all the pieces together.

Almost parallel to the work on high performance is a second internal assessment of DelVal. It is part of the accreditation process by the Middle States Commission on Higher Education that occurs every 10 years. On campus it is known as the self study – all 236 pages of it. It has engaged almost everyone at the College and is an expression of their efforts.

Like the high performance assessment, it casts a close light on DelVal, and Dr. Brosnan is happy with what he sees.

The self study explains in detail what DelVal is, what it does and how it does it. It goes deeply into the strategic plan, pointing out that the plan is a “reflection on the College’s founder’s original purpose and values statements.” It includes the mission statement, also inspired by the founder, and the College’s vision statement, which begins by proclaiming that DelVal will become “an exemplary, small, private, teaching university,” and that it will have an “uncompromising commitment to the education of our students.”

The strategic goals are listed, including one that ensures high academic standards in both undergraduate and graduate programs.

Mentioned are a “passionate commitment to teaching” and a series of activities and processes to re-emphasize that commitment. These include faculty professional development, academic equipment grants, an assessment of student learning and the creation of an innovation fund, among many others.

“This commitment and others will be realized because the faculty and staff at DelVal are working together as a single unit with a single purpose,” Dr. Brosnan said. “Still, they cannot do it alone. The reality is that realizing any worthwhile vision requires capital. We are fortunate that many of DelVal’s friends and alumni are aware of this and are stepping up to ensure our success. They’ve been remarkable.”
REALIZING THE VISION CAMPAIGN

DelVal is in the middle of a campaign to raise $50 million to fund its aggressive agenda of transformation.

The silent phase of the campaign began in 2010 and went public Oct. 4 during a kickoff dinner at the National Constitution Center in Philadelphia. More than 300 attended, including faculty, staff, students and trustees.

The event has been captured in photos and video that can be viewed at delval.edu/realizing-the-vision. Also on the website are personal statements from donors, details on why the campaign is so important, a breakdown of the funding areas, and more.

Posted there is an 11-minute film entitled “Realizing the Vision” that tells the College’s story through its students, faculty and staff.

Taken as a whole, this material shows why people are enthusiastic about supporting the goals and vision of Delaware Valley College.

At the end of the kickoff event, as Dr. Brosnan finished his speech, a slide was shown with the total amount pledged to the campaign: $40,259,000. But things happen fast and the slide was outdated. Two new seven-figure gifts were pledged two days prior, bringing the actual total for the Realizing the Vision campaign that night to $42,259,000.

Since then, it has grown by almost another $2 million, to $44,128,759.

“The campaign has met and surpassed my early expectations, but we have two plus years to go,” Dr. Brosnan said. “We are all very confident that we will make our goal.”

Gifts have come from a wide variety of sources and people.

The largest and most widely publicized was the $31 million “transformational gift” from the Warwick Foundation and the Gemmill family. It included funding for the strategic plan and the 400-acre Gemmill family farm in Jamison.

Also among the early leadership gifts was a $1 million pledge from Joseph Umosella ’63 that will go toward the construction of a new Life Sciences Building. Joe passed away in February but his memory will live on in the building’s atrium, which will be named in his honor. The Life Sciences Building is scheduled for completion in January 2014.
Other gifts of note include:

- A $3.2 million grant from the Commonwealth of Pennsylvania for the Life Sciences Building.
- A $1 million planned gift from Dr. James ‘61 and Betty Diamond for endowed scholarships.
- A $1 million gift from Robert Lipinski ’80 for the renovations of athletic facilities, including a new multi-purpose turf field.
- A $707,000 National Science Foundation grant used for lab renovations.
- A $500,000 gift from the Morgan Foundation for endowed scholarships.
- A $400,000 endowment gift from the Hoopes-Addis Foundation to create a faculty position in equine management.

Emily Keggan ’01, a College trustee, adjusted her home budget in order to make a substantial gift. Dr. James F. Trainer ’82, an administrator at Villanova University and chair of DelVal’s board of trustees, increased his giving level for the campaign, as did Michael Moss, another trustee, and Dr. Benjamin Rusiloski, dean of life and physical sciences. Over $70,000 raised at an October golf outing will be used for scholarships.

These are just a few examples of the heart-felt donations made with the intention of ensuring DelVal’s future.

It was clear from the enthusiasm at the kickoff event that those closest to the College are willing to rally around it. There was consensus and encouragement for the path and journey that DelVal was traveling; a pronounced approval for the idea that a small school started in 1896 was now willing and able to take its place among the best in its class.

There was pride when Lt. Gov. Jim Cawley addressed the gathering by video; when the new million-dollar gifts were announced; when Dr. Brosnan and Michael Moss toasted the College and its future.

And there was comfort and acceptance at the assurance that DelVal would remain loyal to its heritage.

“Our donors believe in the vision and are making it a reality,” Dr. Brosnan said. “They’ve made key investments at a critical moment in our history. Others have seen what they have done and are saying, ‘Something successful is happening at DelVal. The College has moved to a different place.’”
THE NEVER-ENDING PURSUIT

Delaware Valley College is in a different place, but it is rooted in the old place.

Its essence cannot be altered. Its history and traditions cannot be overlooked. Theory and practice will survive and expand. The relationship between faculty and students will grow. The agricultural heritage, which in three generations leaped from the plow to the high sciences, will retain its mission of finding better ways to feed the world. The moral good that always permeated the institution will prevail and be spread by every new student, who will be trained to tackle the most important issues of our time.

This work, this brand of education shrouded in humanitarianism, was born during the Krauskopf era and will live on through tomorrow, with no end in sight.
USES OF OPERATING FUNDS

FISCAL YEAR ENDED JUNE 30, 2012

- Academic and Student Services: $18,347,725
- Grant Operations: $4,120,152
- Support and Research: $3,075,925
- General Administration: $17,007,705
- Depreciation and Rent: $1,378,958
CAMPAIGN FUNDING AREAS

ACADEMIC EXCELLENCE & UNIVERSITY STATUS
$8 MILLION

ENDOWMENT
$10 MILLION

LIFE SCIENCES BUILDING
$7 MILLION

ANNUAL GIVING
$2.75 MILLION

CAMPUS ENHANCEMENT
$15 MILLION

SCHOLARSHIPS
$4 MILLION

STUDENT LIFE & ATHLETICS
$3.25 MILLION
This report lists all donors to Delaware Valley College whose gifts were received between July 1, 2011 and June 30, 2012.
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