



# PROVOST & VICE PRESIDENT OF ACADEMIC AFFAIRS





## THE OPPORTUNITY

As the chief academic officer at Antioch University Santa Barbara (AUSB), s/he will assist the new president in building and enhancing academic programs and enrollments during the next five years; the provost will be responsible for doubling enrollment by expanding undergraduate degree completion concentrations and helping to create a climate of academic assessment.

## THE UNIVERSITY

AUSB was founded in 1977 as an independent non-profit institution that is an important part of the Antioch University System. Other campuses are located in Ohio, New Hampshire, Los Angeles, California, and Washington. Originally, the Santa Barbara operation was joined with the Los Angeles campus. In 2007, AUSB became a separate co-equal campus to Los Angeles.

In 2009, the University System transferred the assets of Antioch College in Yellow Springs, Ohio to an alumni group. The University is experiencing growth and is investing in its various campuses. Also, a new governance structure has been put in place with each campus having a separate board of trustees.

AUSB is situated in charming downtown Santa Barbara, within walking distance of numerous restaurants, shops, and galleries and close to Santa Barbara's beautiful beaches and mountain ranges. In addition, there is an off-campus program at a community college in Santa Maria.

AUSB serves local residents as well as an increasing number of commuters who appreciate Antioch's distinctive education and flexible class schedules. AUSB's 379 students are a diverse group of men and women ranging in age from 23 to 70 who share a serious determination to change their lives. Over 70% receive some form of financial aid. While AUSB will always remain small and personal, current plans call for growth to about 700 students.

AUSB's educational delivery system is designed for adult learners, most of whom have active professional and personal lives. Campus student life, therefore, is primarily focused in the classroom, which is where most student interaction occurs. Antioch's over 50 full and part-time faculty members are committed to ensuring a safe and supportive environment for the learning process. This involves creating a learning space in which participants, both instructors and students, can explore and express ideas and points of view as part of the process of engaged learning.





## THE UNIVERSITY *(continued)*

AUSB offers the following degree programs: B.A. in Liberal Studies, with a number of concentrations such as applied psychology; M.A. in Clinical Psychology; M.A. in Education; and Doctor of Psychology in Clinical Psychology. The university is fully accredited by the Western Association of Schools and Colleges (WASC), the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools. The Master of Arts in Education & Teacher Credentialing Program is approved by the California Commission on Teacher Credentialing.

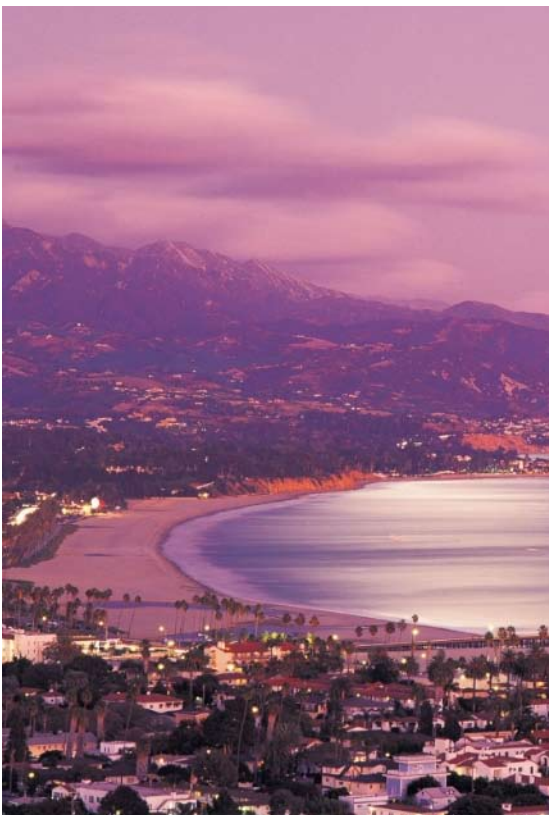
## MISSION

*Antioch University is founded on principles of rigorous liberal arts education, innovative experiential learning and socially engaged citizenship. The multiple campuses of the University nurture in their students the knowledge, skills and habits of reflection to excel as lifelong learners, democratic leaders and global citizens who live lives of meaning and purpose.*

## BACKGROUND

Dr. Nancy Leffert is currently the provost and CEO of AUSB. She assumed the CEO position in 2009 after the first campus president resigned. It is anticipated that she will be named president shortly by the new board of trustees. She is strongly supported by Antioch University chancellor Tullisse (Toni) Murdock and the faculty/staff of AUSB. Dr. Leffert earned the Ph.D. degree in Child Psychology from the University of Minnesota. Prior to joining AUSB, she was an associate dean with the Fielding Graduate University in Santa Barbara.

Since her appointment, Dr. Leffert has brought finances under control and has prepared the WASC Capacity and Preparatory Review report. The regional accreditation visit was completed from March 3-5, 2010. Now, Dr. Leffert will lead the campus in preparation for a second WASC visit in two-years with a focus on Educational Effectiveness. One of the main challenges is to develop an assessment infrastructure, to identify learning outcomes and evidence of student learning, and to implement five-year cycles of program reviews. Also, strategic planning will need to be linked to financial resources. Policies and procedures need to be strengthened and brought into conformance with University-wide efforts in this regard.





In the meantime, the University System during the next few years will continue to underwrite the financial operations of AUSB when necessary. Growing enrollment and building and enhancing programs will be major undertakings for the next provost.

## CHALLENGES

**Major challenges for the next provost and vice president of academic affairs are:**

- Leading academic strategic planning and working with the chief financial officer to match resources to institutional priorities;
- Increasing enrollment from 379 to 700 students during the next five-years;
- Giving priority attention to developing new undergraduate concentration programs for the Bachelor of Liberal Arts degrees; enhancing and strengthening existing concentrations;
- Creating a culture of assessment; learning outcomes, and program reviews; collecting data for non-grading/narrative student assessments and acting on the results;
- Interfacing with other Antioch University chief academic officers in developing these new programs and regularizing academic policies and procedures throughout the University system; aligning faculty and staff handbooks within the system; creating with one or more campuses on-line degree options;



## CHALLENGES *(continued)*

- Leading, enabling, and supporting academic program chairs in strengthening their programs;
- Working with the president to find external resources for faculty development, including the creation of new programs and supporting scholarship and research;
- Navigating the nuances and byways of accreditation by two separate regional accrediting associations; helping the doctoral program in psychology achieve APA specialized accreditation; and
- Learning the Antioch culture of social justice and diversity; appreciating the progressive culture of Santa Barbara and its small town environment; and being creative in utilizing limited resources and staff.

## QUALIFICATIONS

The provost and vice president of academic affairs reports directly to the president of AUSB, and acts on her behalf when absent from the campus. Reporting to the provost are the following: the registrar, the directors of academic services, enrollment, marketing, admissions, financial aid and library services, and all academic program chairs.

**The next provost and chief academic officer will be a strong organizational leader, a strategic thinker, a hands-on manager, a person of unquestioned integrity, and who:**

- Holds an earned doctorate from a regionally accredited institution of higher education;
- Has a significant record in teaching and scholarship;
- Possesses five to seven years of progressive management experience at the dean's level or above;
- Has experience with and understanding of traditional, adult, and non-traditional learners;
- Is knowledgeable in assessment, program review, learning outcomes, strategic planning/budgeting, regional and specialized accreditation;
- Communicates well in speaking, writing, and listening; has strong interpersonal skills; enjoys and takes pride in working well with others;
- Knows how to utilize and maximize technology in teaching, learning, and administrative tasks;
- Has a collaborative and collegial management style; and
- Is strongly committed to the values of equity, diversity, and inclusivity.



# KEY INDICATORS 2010

Investment in Plant, less depreciation:	\$146,855
Plant Replacement Insured Value:	\$600,000
Cost of Operating Physical Plant:	\$874,246 (including rent)
Endowment:	\$ 0
Budget (FY10):	\$7,049,661
Tuition (FY10 Budget):	\$6,034,938
Fall 2008 Student Enrollment:	Undergraduates 110 Graduates 269
Tuition Discount Rate:	1%
Graduation Rate (BA Program):	Year FY2008-2009 50%
Living Alumni:	~2,780
Number of Full-time Faculty:	14
Tenured:	N/A
Faculty Salaries (FY10 Budget):	Professor: \$1,084,587 Associate Professor: \$97,503 Assistant Professor: N/A
Student/ Teacher Ratio:	18.3
Degrees:	BA, MA & PsyD
Library Volumes:	Tightly focused collection of around 4,000 academic books and a curriculum resources lab of approximately 1,500 books. Through membership in several consortia, access to well over 100 research databases, thousands of electronic journals, over 50,000 ebooks, & millions of full-text articles are available. AUSB has a state-of-the-art interlibrary loan and document delivery system, which swiftly gets materials requested into the hands of library patrons (with a 97% fill-rate).



## APPLICATION PROCEDURES

To be considered, candidates should e-mail, as MS Word or Adobe Acrobat attachments: 1) a cover letter that addresses the challenges and qualifications listed above; 2) a current résumé; and 3) the names and contact information for three references to: [AUSBProvost@rhperry.net](mailto:AUSBProvost@rhperry.net). *To ensure full consideration, materials should be received by July 23, 2010, when the review of applications begins.*

## FOR FURTHER INFORMATION CONTACT:

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## POLICY

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

*It is the policy of Antioch University not to discriminate against and to provide equal employment opportunity to all qualified persons without regard to race, color, national origin, religion, sex, sexual orientation, gender identity, age, disability, veteran status, or any other protected classification.*

[www.antiochsb.edu](http://www.antiochsb.edu)

