



R.H. PERRY & ASSOCIATES
SEARCH COUNSEL TO HIGHER EDUCATION

EXECUTIVE SEARCH PROFILE



ANTIOCH
UNIVERSITY
SEATTLE



PRESIDENT



THE OPPORTUNITY

The next President of Antioch University Seattle will strengthen its identity as a premier progressive institution by building on its historic legacy of providing innovative education for adult learners, guided by the mission of empowering students with the knowledge and skills to lead meaningful lives and to advance social, economic, and environmental justice. In so doing, the next President will lead in furthering the University's visibility, programs, services and outreach, expand academic offerings, and achieve greater administrative efficiencies.

THE UNIVERSITY

Antioch University (AU) was founded in 1852 as Antioch College in Yellow Springs, Ohio – a non-sectarian, co-educational institution, which practiced a stimulating and unconventional approach to student learning. Antioch's first president, Horace Mann, was a respected educator, architect of the American Public School System, abolitionist and social reformer. As early as Antioch's founding, the College advocated for social equity and was the first college in the United States to educate women on equal terms with men. Antioch also became the first American college to hire women on equal terms for faculty positions, and to appoint women as trustees. It was also among the first to offer African-Americans equal educational opportunities. It was also a pioneer in the development of experiential education.

Between 1964 and 1978, Antioch expanded dramatically with the launching of over 35 programs and campuses throughout the United States, including the founding of the Seattle campus in 1975. In 1978, at the urgings of the Ohio Board of Regents, Antioch College changed its name to Antioch University to reflect the fact that it was no longer only an undergraduate liberal arts college. However, Antioch University is the same institution founded by Horace Mann in 1852.





THE UNIVERSITY *(continued)*

Although the College is no longer part of the University, its founding principles abide among the regional campuses, and the University retains its core mission to provide students a transformative, experiential, progressive education that still sets it apart from other institutions today.

Today, AU is building upon its legacy of serving adult students at both the undergraduate and graduate levels as a university with five campuses, located in Seattle, Los Angeles, Santa Barbara, the Midwest campus in Yellow Springs, OH, and the New England campus in Keene, NH. Antioch University is governed by a Board of Governors (BoG), which is the fiduciary board for the corporation. However, to assist the BoG with its governance, it has established local Boards of Trustees for each of the five campuses. The local boards assist in providing oversight to the campus, participate in the Presidential search process, provide input into the chancellor's evaluation of the campus president, review and recommend the campus budget to the BoG, participate in fundraising and alumni relations and generally help to advocate for and advance the campus within its community.

Classified by Carnegie as Masters S and fully accredited by the Higher Learning Commission of the North Central Association of Schools and Colleges, AU houses two institution-wide programs – the Ph.D. in Leadership and Change and Antioch Education Abroad. Each campus has its own distinct identity that responds to community and regional needs.



THE UNIVERSITY *(continued)*

This diversity thrives within the context of an integrated university system with coordinated strategic planning, capital priorities, virtual academic support services for student learning and pathways for faculty involvement and voice in University academic affairs. The presidents work collaboratively with the University executive teams on all aspects of the University and the main functional areas work together to set priorities and share best practices.

AU is proud to be the recipient of a number of national awards and honors. In 2010/11, Antioch University received the following honors: U.S. President's Honor Award for Community Service with Distinction; *USA Today's* Top Twenty Colleges and Universities for Service to their Communities; *Business Review* Ten Top Institutions for Innovation; and *US News and World Report* 2012 Best Colleges, with three campuses recognized – Los Angeles, Midwest and Santa Barbara.

MISSION STATEMENT

*Antioch University
provides learner-
centered education
to empower students
with the knowledge
and skills to lead
meaningful lives
and to advance
social, economic,
and environmental
justice.*



The Antioch University Vision Statement

Antioch aspires to be a leading university offering learners and communities transformative education in a global context that fosters innovation and inspires social action.





Core Values

Excellence in Teaching and Learning

The University offers quality academic programs relevant to the needs of today's learners and embraces experiential learning by bridging academic outcomes with the real-world experience of all members of its learning community.

Nurturing Student Achievement

The University educates the whole person by cultivating personal growth, pragmatic idealism, and the achievement of professional goals.

Supporting Scholarship and Service

The University recognizes the active engagement of faculty in student learning, scholarship, and service. As well, Antioch University values the manifold ways students and graduates creatively and deliberately apply their learning to the common good.

A Commitment to Social Engagement

The University maintains an historic commitment to promoting social justice and the common good. Students graduate from Antioch University with a heightened sense of their power and purpose as scholars, practitioners, and global citizens.

Building and Serving Inclusive Communities

The University nurtures inclusive communities of learners, inspiring diversity of thought and action. Antioch University engages and supports the educational, cultural, and environmental vitality of the diverse regional, national, and international communities that it serves.



Institutional Goals

1. *Prepare graduates to lead and serve in their professions and communities through excellent academic programs that exemplify experiential learning, social engagement, professional preparation, and global citizenship.*
2. *Improve access, affordability, and success for students who manage multiple responsibilities of school, work, and family.*
3. *Promote inclusion, justice, and sustainability, in order to live our values.*
4. *Become a fully integrated university system to maximize sustainability and prosperity.*
5. *Expand financial, human, physical and information resources for long-term sustainability and overall effectiveness.*

ANTIOCH UNIVERSITY SEATTLE

In its current locale since 1997, Antioch University Seattle's campus is well-positioned in the rapidly growing Belltown neighborhood in downtown Seattle. AUS offers a rich educational experience to its students through scholarly, practice-oriented and learner-centered undergraduate and graduate study, aiming to inspire all members of the learning community to develop the knowledge, skills and habits of mind to engage in change that transforms individuals, organizations, and communities.

The faculty are leading scholars and professionals in their fields of practice, with 97% of the full-time and core faculty holding the terminal degree, and student learning is their priority. Grounded in the University's legacy as a progressive institution, the faculty have long been committed to an education that is rigorous and relevant. Antioch University's degrees and programs are guided by the University's core values of inclusiveness, social justice, experiential learning and socially engaged, global citizenship. The pedagogy honors real-world experience and the interface of theory, research, and practice. Antioch University's learner-centered approach to teaching and learning includes designing program delivery models that meet the needs of adult learners with offerings of on-line, blended, and classroom-based programs.

AUS offers a Bachelor of Arts degree completion program in Liberal Studies, with concentrations in 11 areas of study. Masters degrees are awarded in the areas of Counseling (M.A.), Psychology (M.A.) and Education (M.A.), Art Therapy (M.A.) and Drama Therapy (M.A.), and the Center for Creative Change houses graduate programs and certificates in Communication (M.A.), Environment & Community (M.A.), Management & Leadership (M.S.), Organizational Development (M.A.), and Whole Systems Design (M.A.). Doctoral degrees are awarded in Leadership and Change (Ph.D.) and in Clinical Psychology (Psy.D.).

AUS students represent a diversity of life experience, knowledge, and perspective. They explore their interests through hands-on learning, working in innovative and collaborative ways to respond to the ecological, social, and economic challenges of the world today. Students and alumni make up an ever-growing group of world citizens taking their Antioch experience of sustainability and social justice into their communities and beyond, carrying forward the philosophy that underscores every Antioch program: to make a positive difference whenever and wherever the world needs you.



ANTIOCH UNIVERSITY SEATTLE (*continued*)

While there is no standard profile of an AUS student, the student body includes:

- nearly 900 learners of a range of ages, with an average age of 35;
- a majority of learners remaining in their jobs while pursuing their education;
- a majority of learners from the greater Seattle metropolitan area;
- many students relocating from across the country and around the world.

AUS is also home to a dedicated staff of administrators, managers, professionals, technical, clerical, and maintenance employees whose commitment to the University at all levels enables the institution to operate effectively and efficiently.

BACKGROUND

The President is the chief executive officer of the campus and is a Vice President of the Corporation, reporting directly to the Chancellor, Ms. Felice Nudelman, who assumed her role in July of 2012 after a successful career at the New York Times Company and in higher education. The AUS President serves as the campus representative on the Antioch University Leadership Council, working in concert with the campus presidents and senior executive staff to advance the mission of the University.

Reporting to the President is the campus leadership team, comprised of the Vice President for Academic Affairs and Dean of Faculty; the Vice President for Institutional Advancement; the Executive Director for Finance and Administration; the Dean of Students; the Director of Enrollment and Recruitment; the Director of Human Resources; and the Executive Assistant to the President.

Dr. Cassandra Manuelito-Kerkvliet has served as President of AUS since 2007. She is the first Native American woman in the country to lead an accredited university outside the tribal college system, and she has expanded the campus's outreach and commitment to inclusiveness and diversity.

OPPORTUNITIES & CHALLENGES

The next President of Antioch University Seattle will provide engaged leadership for AUS in a time of significant change on the campus, in the city of Seattle and in the Pacific Northwest, and for the University. As part of a dynamic team comprised of the Chancellor, the University's senior administrative team and other campus presidents working together to further the growth and development of Antioch University as a multi-campus university, the President will bring relentless focus to the development and implementation of sustainable growth and revenue models and plans, and address the following challenges:

- Increasing enrollment by building partnerships with Seattle and Pacific Northwest businesses and organizations to provide academic programs consistent with the mission of AUS and needed by the community;



OPPORTUNITIES & CHALLENGES (*continued*)

- Engaging the faculty in the development of new programs and delivery models that make AUS's distinctive educational programs attractive to wider markets and grow enrollment;
- Responding to increased competition in the Seattle higher education marketplace by expanding the footprint of AUS, partnering where appropriate and bringing to the marketing effort of AUS a sophisticated knowledge of market segmentation and diverse populations;
- Building the resources of AUS and diversifying its revenue streams through fundraising, community partnerships, grants acquisition, prudent investment and sound financial management;
- Building a results-oriented culture and a team committed to and accountable for implementing plans and strategies to achieve AUS's enrollment and financial goals;
- Making the case for AUS and progressive education to the philanthropic community of Seattle, whose values align well with the social justice and sustainability mission of AUS and engage them in support of AUS;
- Taking a leadership role in the dynamic and progressive business, professional and educational community in Seattle, serving as the public face and chief advocate of Antioch University Seattle and marketing its programs and values continuously;
- Harnessing the talents and energy of an enthusiastic, engaged, and well-connected Board of Trustees to raise the visibility and reputation of AUS in Seattle and beyond and to increase its fund-raising power;
- Furthering the interconnectedness of the AUS community by developing strong relationships with all constituencies: students, faculty, staff, community members, alumni and Antioch University through active listening, collaborative decision making, team building and effective advocacy, enhancing morale and inspiring trust in the future of AUS;
- Reinforcing faculty and staff collaboration and engaging them in University academic advancement to serve learners who must balance obligations to family, work and study as well as traditional-aged college students;
- Aligning the assets of AUS, including human, technological, and capital resources (the physical plant) in ways that best support the growth of the University;
- Partnering with the Chancellor and the University Leadership Team, including the other campus presidents and the senior administration, to further the mission and goals of the University as a whole, and of AUS within the University; and,
- Developing and implementing a vision that furthers AUS's unique position as an education innovator and champion of progressive education and remains true to the University's mission, vision and core values.



QUALIFICATIONS

The Board of Governors, the AUS Board of Trustees, the Chancellor and campus community seek a new president who:

- Is a person of proven and unquestioned integrity who operates from a strong moral and ethical compass consistent with the unique educational roots of Antioch University;
- Can demonstrate a commitment to the mission and values of Antioch University and is a person of vision with the skills to unite the community around that vision;
- Is a strategic thinker and leader with courage, an entrepreneurial spirit and a sense of urgency, combining a transparent and supportive leadership style with strong conflict-resolution skills;
- Is an academic leader who will garner respect from Antioch's experienced faculty and staff;
- Can demonstrate a commitment to diversity and the ability to work effectively across cultures and to foster a culture of inclusivity;
- Communicates effectively in listening, speech, and writing, and can be an articulate and persuasive spokesperson for the University and its mission;
- Exhibits an adaptive and collaborative management style, seeking input before decision making and evoking ideas and solutions from members of the University community; while enacting timely, informed executive decisions as appropriate and understanding the impact of those decisions on the University community;
- Demonstrates strategic finance capabilities, budget experience and ability to analyze and act on data in combination with transformational leadership skills;
- Acts as a change agent and a problem solver, with a track record of leading and managing change and a high level of comfort with a variety of leadership models and styles;
- Enjoys interaction with the business, government, social and philanthropic communities and has the presence and will to raise the profile of AUS in the competitive Seattle marketplace; and,
- Advocates for adult learners, fosters scholarship and is student-oriented; understands the principles and methodologies of adult learning.

POSITION REQUIREMENTS

- A successful record as a college or university president or senior administrator or other successful executive experience coupled with demonstrated commitment to the values of Antioch University Seattle;
- Expertise in strategic planning, finances, board relations, the accreditation process, and leading institutional turnaround or growth;
- Experience as a community leader and comfort interacting with business, government, foundation and social leaders;
- A demonstrated track record in all aspects of fund-raising;
- Experience in building institutional resources and pursuing partnerships for growth; and,
- A terminal degree (Ph.D., Ed.D., J.D.) is preferred, but not required.



ANTIOCH UNIVERSITY- SEATTLE

KEY INDICATORS 2012-13

Investment in Plant, Less Depreciation:	\$28.9 million (University)
Plant Replacement Insured Value:	\$14,873,058 (AUS)
Cost of Operating Physical Plant:	\$6.0 million (University) \$507,079 (AUS)
University Endowment:	\$8 million (total for University) \$374,987 (for AUS scholarships/programs)
Total University Budget	\$82.5 million
AUS Budget:	\$15.1 million
Tuition Revenue:	\$64.2 million (University) \$14.3 million (AUS)
AUS Student Enrollment for Fall, 2012:	887
Tuition Discount Rate:	2.9%
AUS Retention Rate:	82% after 1 year for undergraduate; 74 to 95% after 1 years for Masters; 89% after 2 years for Psy.D.
Retention Rate for all Campuses:	76%
Living Alumni:	Approximately 30,000 (University) Approximately 6,300 (AUS degree-receiving alumni)
Number of Full-time Faculty at AUS:	39 FTE
Tenured:	N/A
Faculty Salaries:	\$66,000 is University average \$60,722 (AUS)
AUS Student/Teacher Ratio:	Student per core faculty = 28.5:1
Degrees Offered by AUS:	B.A. (Undergraduate Degree Completion) M.A., M.S., Psy.D.



APPLICATION PROCEDURES

To ensure full consideration, candidates should e-mail to AUS@rhperry.com the following application materials as MSWord or PDF attachments: a cover letter addressing the challenges, opportunities and qualifications listed above; a current résumé or C.V.; and the names, phone numbers and e-mail addresses of five references.

Review of applications begins March 30, 2013 and the expected start date is in July 2013, or earlier if possible.

FOR FURTHER INFORMATION, PLEASE CONTACT:

DR. JEAN A. SCOTT, *Senior Consultant*

Telephone: (757) 585-2644

OR

MR. PAUL G. DOEG, *Senior Consultant*

Telephone: (406) 220-2129

R.H. PERRY & ASSOCIATES

2607 31st Street, NW

Washington, DC 20008

www.rhperry.com

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.antiochseattle.edu

