



EXECUTIVE SEARCH PROFILE

VICE CHANCELLOR/CHIEF FINANCIAL OFFICER



ANTIOCH UNIVERSITY



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



THE OPPORTUNITY

The next vice chancellor/chief financial officer of the Antioch University System will assist the chancellor and the governing board (Board of Governors) in building one university comprised of five separate campuses. She/he will be a key player in matching university resources to the strategic plan and in developing consistent system-wide policies and procedures.

THE UNIVERSITY

Antioch University was founded in 1852 as Antioch College in Yellow Springs, Ohio – a non-secretarian, co-educational institution, which promoted 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. Not only did administrators abolish race as a criteria for acceptance into the college, but Antioch was also the first college in the United States to educate women on equal terms with men. Furthermore, Antioch became the first American college to hire women on equal terms as men for faculty and board of trustee positions.

Today, the Antioch System is a multi-campus university with five locations in four states: Antioch University Midwest in Yellow Springs, Ohio; Antioch University New England in Keene, New Hampshire; Antioch University Los Angeles; Antioch University Santa Barbara; and Antioch University Seattle. There is a specialized Education Abroad department within the Antioch University system, which is based out of Yellow Springs, Ohio in addition to a university-wide Ph.D. program in Leadership and Change. In 2009, Antioch College was separated from the University and is independently run by a new board. The ethos and original Horace Mann philosophy continues to permeate the University System and its five-campuses.

Each campus has its own distinct academic programs, community life, and identity. The campuses are:

Antioch University Midwest (AUM), located in Yellow Springs, Ohio, currently enrolls over 900 students. AUM offers Bachelor's degree completion programs in Humanities, Human Development, Liberal Arts, Health and Wellness, Human Service Administration, and Early Childhood Education through an academically intensive model of on-campus classes offered in the evenings and on Saturdays. AUM also offers the M.A. in Management, Conflict Analysis and Engagement as well as a number of M.Ed. licensure programs and endorsements certified by NCATE. The M.A. in Individualized Professional and Liberal Studies provides a self-designed major where students work closely with faculty. Many of the graduate programs are available with limited residency in a blended learning format.





THE UNIVERSITY *(continued)*

Antioch University New England (AUNE) Antioch's longest-running branch campus, is located in Keene, New Hampshire. It has nearly 1,000 graduate-level students. Master's degrees are awarded in areas of Clinical Mental Health Counseling, Marriage & Family Therapy, Environmental Studies, Organization & Management, and Education. Doctoral degrees are awarded in the areas of Clinical Psychology, Marriage & Family Therapy, and Environmental Studies. AUNE is well known for being one of only three schools in the United States to offer Waldorf teacher training and has gained critical acclaim for its annually published environmental literary journal, *Whole Terrain*.



Antioch University Los Angeles (AULA) is located in Culver City near Los Angeles International Airport. The campus serves 1,100 students with a B.A. degree-completion program in liberal studies (with a number of concentrations) and offers Master's degrees in Organizational Management, Education & Teacher Credentialing, Psychology, Urban Sustainability, and Creative Writing. The M.F.A. in Creative Writing has been ranked by *The Atlantic* as one of the top five low-residency programs in the United States. The new M.A. program in Urban Sustainability is built around environmental, economic, and social issues. Another innovative program is a specialization in LGBT studies offered in the master's program in Clinical Psychology. AULA has a satellite campus for its graduate psychology program in Santa Clarita, California.



Antioch University Santa Barbara (AUSB) is situated in charming downtown Santa Barbara. 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. AUSB's 379 students are a diverse group of men and women who share a serious determination to change their lives. 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. AUSB offers the following degree programs: B.A. in Liberal Studies, with a number of concentrations such as Applied Psychology (degree completion program); M.A. in Clinical Psychology; M.A. in Education; and Doctorate in Clinical Psychology.



THE UNIVERSITY (*continued*)

Antioch University Seattle (AUS), founded in 1975, offers master's degrees, a B.A. completion program and a Doctorate in Clinical Psychology. Between 800 and 1,000 students attend AUS. The School of Applied Psychology, Counseling and Family Therapy is the largest and longest running program. The School offers Master's degrees in Mental Health Counseling, Integrative Studies, Child, Couple & Family Therapy and Art Therapy. The Center for Programs in Education offers teacher preparation at the graduate level, plus a master's in education for experienced educators. The Center for Creative Change features a low-residency, interdisciplinary approach to learning and offers master's degrees in Environment and Community, Management & Leadership, Organizational Development, Communication, and Whole Systems Design. The B.A. in Liberal Studies program attracts students who appreciate an individualized approach to completing their undergraduate degree. Students can receive credit for life experience and may pursue subjects of particular interest to them.

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 reflections to excel as lifelong learners, democratic leaders and global citizens who live lives of meaning and purpose.

POSITIONING STATEMENT

A positioning statement is a concise and memorable articulation of how the institution wishes to be perceived by its external constituencies. It is not only an authentic representation of the University's current identity, but also an expression of its aspirations.

Antioch University is a bold and enduring source of innovation in higher education. Students' passion to advance their lives, personally and professionally, is developed through academic programs that respond to the world's needs. Together, we form a visionary community that strikes a rare—and essential—balance between idealism and experience.

BACKGROUND

During the last two years, the Antioch University System has evolved into a multi-layered governance structure. The Board of Governors govern the University, with a chancellor and her officers carrying out the day-to-day activities of the System. Each campus has its own president and senior officers along with non-fiduciary boards of trustees. The presidents report to the Board of Governors through the chancellor. A University Leadership Council is led by the chancellor and consists of the System vice chancellors, the campus presidents, and their senior officers (including the CFOs of Seattle, Los Angeles, and New England, with the System CFO providing financial services to Antioch Midwest and Antioch Santa Barbara).

The chancellor is Dr. Tuillisse (Toni) A. Murdock. She holds a Ph.D. in Higher Education Finance from the University of Arizona and has been in her current position since 2006. Her prior position was president of Antioch University Seattle from 1997-2006. Dr. Murdock is one of only a few women who lead multiple campuses of accredited university systems.

Thomas A. Faecke was hired as the vice chancellor/CFO by Dr. Murdock in 2006. He will retire on June 30, 2011 and is given credit for analyzing the finances of the University System and Antioch College. His work helped the chancellor make a recommendation to the Board of Governors to suspend the College in 2008. The Board agreed and subsequently the College was sold to an alumni group in 2009.



BACKGROUND (*continued*)

Currently, Yellow Springs is home to the University System, Antioch University – Midwest, and to Antioch College. All of the financial operations of the University System are located in the central administrative building across from the College and approximately one-mile from Antioch – Midwest’s state-of-the-art campus.

According to the job description of the university vice chancellor/chief financial officer, the person “is directly responsible for accounting, treasury, endowment management, purchasing, risk management, academic and nonacademic personnel services, fringe benefits administration, financial aid and student loans, real estate management, bond issue development and management, the physical facilities assigned to the University Administration, University relations, the Antioch Review, WYSO Public Radio [NPR], and University Archives. The Vice Chancellor chairs University-wide staff committees concerned with finance, human resources, and financial aid. Additionally, he or she serves as the University Affirmative Action Officer and represents the University before local government and acts as liaison with the major businesses and community groups in the area.” The CFO has a competent and dedicated professional staff in Yellow Springs, Ohio.

Recently, the Board of Governors made an important policy decision, namely, only the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools (IL) would regionally accredit the University. The University is now preparing its self-study for reaffirmation of accreditation in either fall 2012 or spring 2013. A key role of the new vice chancellor/CFO will be to strengthen strategic planning for the University System by inextricably tying financial metrics to the plan.

CHALLENGES

Major challenges for the next Vice Chancellor/CFO are:

- Helping the Board of Governors, the chancellor, and her team make the Antioch System one University; playing a key role in establishing system-wide policies and procedures;
- Staffing the Board of Governors finance and audit committees; helping the Board and chancellor plan for the University’s long-term financial health and initiatives;
- Assisting the chancellor and the Board of Governors chair in developing strong interrelationships with the campuses’ non-fiduciary boards of trustees;
- Strengthening strategic planning throughout the System by tying budgeting to the plan, thereby assuring that the most important priorities in the plan are funded; creating financial models that open-up planning possibilities for others to “think outside of the box;”
- Working with campus CFOs and Human Resources managers to integrate their work within and across the System, and to ensure implementation of best practices throughout the University;
- Providing leadership and financial expertise for capital financing needs; helping the regional campuses and radio station WYSO to develop new or renovated facilities; using tax exempt bonding to further this important work;
- Interfacing with the University’s central technology office to further build the academic and administrative infrastructure of the System and its regional campuses;
- Partnering with Institutional Advancement to build a significant endowment on behalf of the University; and,
- Promoting diversity and social justice within the System and the regional campuses.

Reporting to the vice chancellor/CFO are the following directors: Finance & Budget Planning, Business Operations & University Accounting, Human Resources/Payroll Services, Facility Management, and WYSO radio.



QUALIFICATIONS

The chancellor and her senior administrative team seek a University CFO who is a person of unquestioned integrity, an entrepreneur, a strategic thinker, a big picture person, a team leader and player, and who:

- Is an accomplished higher education senior administrator with strong financial, planning, fundraising and human resources skills; has seven or more years of experience, preferably in private higher education;
- Holds the master's degree in business or an appropriate discipline;
- Has a collaborative management style; is experienced in change management;
- Demonstrates excellent communication skills in speaking, listening, and writing;
- Handles multi-tasking well and builds cross functional teams;
- Possesses strong skills in planning/budgeting, financial modeling (including cash flow analyses), tax exempt bonding, auditing, and collective bargaining;
- Has supervisory experience in plant maintenance and management; and
- Works well with a variety of persons and is "down-to-earth;" and has a sense of humor.



KEY INDICATORS 2010

Investment in Plant, less depreciation:	\$26.6 million
Plant Replacement Insured Value:	\$53 million
Cost of Operating Physical Plant:	\$7 million
Endowment:	\$3.3 million
Budget:	\$80.1 million
Tuition:	\$61.8 million (net)
Student Enrollment for fall, 2009:	914 (undergraduates) 3299 MA (graduates) 565 PhDs (graduates)
Tuition Discount Rate:	1.0%
Undergraduate Retention Rate for all campuses:	76.1%
Graduation Rate:	<u>Year</u> N/A as varies by program
Living Alumni:	30,000
Number of Full-time Faculty:	250
Tenured:	N/A
Faculty Salaries:	Overall Average is \$64,892
Student/Teacher Ratio:	19:1 (4730 Students divided by 250.35 faculty)
Degrees:	BA Liberal Studies Degree Completion MA Environmental Studies MA Management MA Communication MAE Education MA Clinical Psychology Psy.D. Clinical Psychology Ph.D. Psychology Ph.D. Environmental Studies
Athletics League:	N/A



APPLICATION PROCEDURES

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: AntiochCFO@rhperry.com. *To ensure full consideration, materials should be received by February 28, 2011, when the review of applications begins.*

FOR FURTHER INFORMATION, PLEASE 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.antioch.edu

