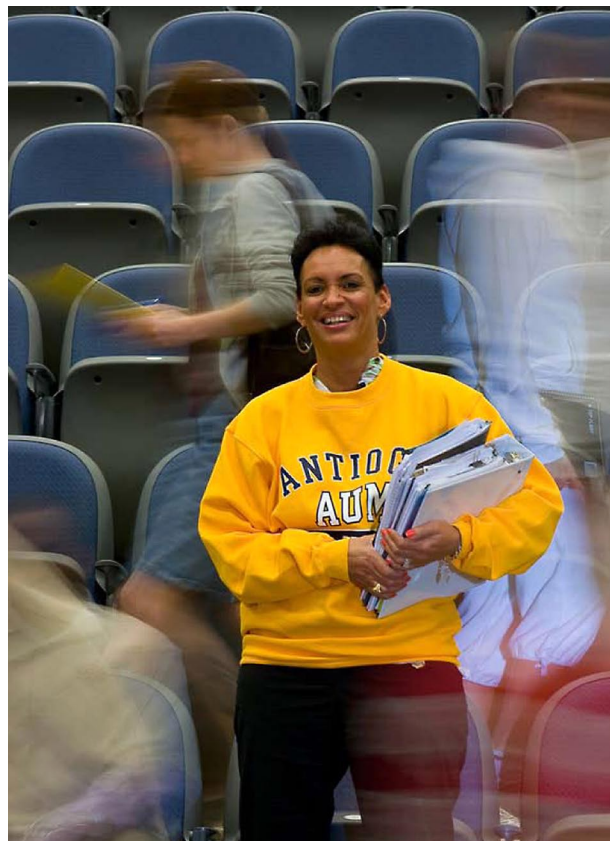




EXECUTIVE SEARCH PROFILE

CHANCELLOR

ANTIOCH UNIVERSITY



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



THE OPPORTUNITY

The next Chancellor will strengthen the university’s national identity as a premier progressive institution by building on its historic legacy of providing innovative education for adult and graduate learners guided by the historic missions of promoting social justice and global citizenship. In so doing, the next Chancellor will lead in further integrating the university’s programs and campuses to focus its mission, expand academic offerings, and achieve greater administrative efficiencies.

THE UNIVERSITY

The Antioch University Mission Statement:

Antioch University provides transformative education to lifelong learners who contribute to the common good.

The Antioch University Vision statement:

To be a distinctive national university, with strong regional identities, which leads in providing life-long learners and diverse communities with innovative, quality education that is guided by our core values of social justice, experiential learning, inclusion and global citizenship.

Antioch University (AU) was founded in 1852 as Antioch College in Yellow Springs, Ohio. The influence of Antioch’s first president, Horace Mann, a respected educator, architect of the American public school system, abolitionist, and social reformer, is still visible. In the 1920s, Antioch programs were restructured to include co-op work experiences, a novel and unconventional approach to student learning, that has since been widely emulated in higher education. The University, through its roots in the College, has always advocated for social equity. Antioch 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 as men for faculty positions, and to appoint women as trustees. It was also among the first to offer African-Americans equal educational opportunities. Although the College is no longer part of the University, the two entities have a shared heritage, and its founding principles abide among the University’s campuses.

Today, AU is a five-campus system located in four states. Each campus has its own regional academic programs, community life, and regional or national identity. In addition, AU houses two institution-wide programs – the Ph.D. in Leadership and Change, and Antioch Education Abroad—and owns and operates the public radio station WYSO, 91.3 FM.





THE UNIVERSITY *(continued)*

This diversity is within the context of an integrated system in which there are concerted efforts to coordinate strategic planning and capital priorities, build and develop collaborative programs across the University, provide virtual academic support services for student learning, and create pathways for faculty involvement and voice in University academic affairs.

It is important to note that the University is currently involved in the self-study process preparing for the reaffirmation of accreditation with the Higher Learning Commission of the North Central Association of Schools and Colleges, set for spring 2013.



The Five Campuses

Antioch University Midwest (AUM), located in Yellow Springs, Ohio, currently enrolls over 900 students. AUM offers B.A. completion degree 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 an on-line format.



Antioch University New England (AUNE), founded in 1964 is Antioch's longest-running university campus, and is located in Keene, New Hampshire. It has over 1,200 graduate-level students, most of whom are full-time 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 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 location 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 nearly 400 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. 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 Doctorate in Clinical Psychology.



Antioch University Seattle (AUS), founded in 1975, offers master's degrees, a B.A. completion program and a Doctorate in Clinical Psychology. One thousand students attend AUS. The School of Applied Psychology 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 undergraduate and graduate levels and a M.Ed. program 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.



University-wide Programs

Antioch University's PhD in Leadership and Change, the only University-wide program to date, has been called a "model for doctoral education in the future in the United States and worldwide" because of its innovative curriculum and delivery, its geographically dispersed faculty and students, and the internationally renowned faculty. Its dissertations have won five international awards for innovation in multi-media doctoral dissertations.

Antioch Education Abroad, (AEA), was one of the nation's first study abroad programs. Today it offers semester and year-long programs that integrate resourceful academic content with cultural immersion.

WYSO Public Broadcast Radio, (FM 91.3), began in 1958 as a student-run station and today broadcasts 24 hours a day, seven days a week to a potential audience of over a million listeners in the Miami Valley.

THE PEOPLE

Students

The University serves approximately 4,000 adult learners at all stages of their professional careers. The vast majority of our students are over the age of twenty-five, and struggle to balance the demands of career, family, and school. The student body comprises 20% undergraduate degree-completion students and 80% graduate students seeking master's and doctoral degrees. The majority of Antioch University students are female, Caucasian, and 35 years of age or older. Antioch University aims 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.

Faculty

Antioch University faculty are leading scholars and professionals in their fields of practice, 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. The University employs approximately 175 core/full-time faculty as well as 400 part-time faculty per term, all dedicated to providing transformative learning experiences for their students. 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.

Staff

Antioch University has an equally dedicated staff of approximately 908 administrators, managers, professionals, technical, clerical, and maintenance employees. Their commitment to the University at all levels enables the institution to operate effectively and efficiently. The University has two recognized bargaining units, one representing clerical and support staff at Antioch University Midwest, and another representing several business office employees in central administration. The rest of the university is non-union.

The system offices are located in Yellow Springs, Ohio, and include the Chancellor's Office, the Vice Chancellor of Finance/CFO and Business Office, the Vice Chancellor of Information Technology/CIO, the General Counsel's Office, and the University Communications Office. In addition, the University Vice Chancellor of Academic Affairs is currently located in Los Angeles, and the Counsel for Regulatory Affairs (part of General Counsel's Office) is located in Keene, NH. The Vice Chancellor of Institutional Advancement is located in Jacksonville, FL.



BACKGROUND

During the past seven years, Dr. Tullisse A. (Toni) Murdock has led Antioch University into a new era of governance, financial stability, and separation from Antioch College. As the former president of Antioch Seattle, she became chancellor in 2005. In 2007, Toni Murdock and the Board of Governors decided to suspend the operations of Antioch College in Yellow Springs, and later to transfer the assets of the College to an Antioch College alumni corporation in 2009. For a number of years, the surplus funds from the five campuses were used to cover the large deficits of the College.

Under the chancellor's leadership, a substantial gift was obtained for a university branding initiative, IT, and Institutional Development. In addition, even without Antioch College, the university's tuition revenues have increased since 2005/06 from \$48 million to \$66 million; liquid reserves have increased to \$29 million. Endowment has gone from less than \$500,000 to \$7.6 million. Having stabilized its finances, the university is now entering a powerful transition period, where implementation of the strategic plan and the concept of "an integrated university system" can transform the institution.

Under her leadership, the University has established a virtual library and Virtual Learning Commons for tutorial assistance in writing and ESL, with plans to add math, ADA services and foreign languages for all five campuses. The Los Angeles and Santa Barbara campuses were separated and given greater identity in 2007. Santa Barbara has a new LEED certified building in downtown Santa Barbara. Los Angeles is currently reviewing options for a new campus location.

Dr. Murdock and a Board ad-hoc committee worked for nearly two years with a former president of the Association of Governing Boards of Universities and Colleges (AGB) to evaluate the University's governance structure, and to develop a new model unique to Antioch's national multi-campus system. Individual campus Boards of Trustees were established to provide strong support of the local campus, to increase philanthropy, to establish strong local community relationships, and to be an adjunct to the Board of Governors for effective overall governance of this complex institution.

National Awards

The University is proud to be the recipient of a number of national awards and honors. In 2011/12, 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.

Strategic Planning

A new university-wide strategic planning process has been developed to strengthen the focus on university-wide planning and academic program priorities, improve information technology, develop and renew academic programs to respond to the changing needs of the adult learner, increase on-line delivery of academic programs across the five campuses, and to internationalize the campuses and curriculum.



CHALLENGES/OPPORTUNITIES

Major challenges for the next Chancellor are:

- Renewing Antioch’s unique history as an educational innovator by operationalizing a dynamic vision for the future of the institution and its most important priorities: inspiring synergy among the campuses and leading the institution forward as an integrated university system;
- Leading strategic planning and implementation, inextricably linking budgeting and assessment, and revising a road map for the new vision and its priorities as needed;
- Building on fiscal stability through sound financial management, fund-raising and prudent investment; bolstering private fund-raising and obtaining grants for the University as a whole.
- Mentoring and leading campus presidents and vice chancellors to a higher level of performance by focusing on institutional support, advancement and development, integrating academic offerings across the university, streamlining administrative processes, and strengthening mission and focus.
- Increasing enrollment of adult learners system-wide by containing tuition costs, optimizing value, and keeping an Antioch education accessible.
- Building partnerships with other educational institutions connecting the University with potential graduate students.
- Reinforcing faculty and administrative collaboration system-wide, and engaging faculty in University academic advancement, serving learners who must balance obligations to family, work and study.
- Inspiring the vice chancellors and campus presidents to develop new curricula and delivery and completion models to serve adult and graduate students; encouraging development of university-wide program initiatives; e.g., utilizing on-line offerings at the undergraduate and graduate levels to improve access, affordability, and learning.
- Introducing new financial models for encouraging faculty and administrators to “think outside the box” and rewarding them with revenue-sharing and other financial incentives for their collaborative academic efforts;
- Assisting the Board of Governors in building its membership and attracting individuals who can further the work of institutional advancement; working with local Boards of Trustees to understand and support their campuses and the University as a whole;
- Shepherding the successful completion of the self-study and reaffirmation of accreditation process through the Higher Learning Commission (HLC); and
- Exploring the establishment of new campuses in population-rich environs that are consistent with the values of an Antioch education and offer a sound financial return on investment.



SKILLS AND QUALITIES

The Board of Governors, the Campus Presidents, the Campus Boards of Trustees, and the University Community seek a new chancellor who:

- Is a person of proven and unquestioned integrity;
- Is a strategic thinker;
- Is a person of vision;
- Has an entrepreneurial spirit;
- Demonstrates strategic finance capabilities in combination with transformational leadership;
- Operates from a strong moral and ethical compass consistent with the unique educational roots of Antioch; has commitment to the mission and values of Antioch University;
- Is an academic leader who will garner respect from Antioch's experienced faculty, and will catalyze the development of distinctive approaches and innovative programs that have the potential to transform the university for decades to come;
- Advocates for adult learners and is student-oriented; understands principles and methodologies of adult learning;
- Exhibits a collaborative management style, seeking input before decision-making, and has the ability to make timely, informed executive decisions as appropriate;
- Experienced in performance management; sets goals and holds direct reports accountable;
- Is an excellent communicator in speech, writing, and listening who can be an effective spokesperson and ambassador for the University and its mission;
- Is skilled at building strong interpersonal relationships; and,
- Has the stature and desire to be involved in leadership of one or more national higher education associations.

JOB QUALIFICATIONS AND REQUIREMENTS

Ideally, in his/her career to date, the next president will have demonstrated:

- An earned doctorate from a regionally accredited institution of higher education;
- A successful track record as a college/university president or senior administrator with system administration; multiple campus experience is a plus;
- Expertise in strategic planning, finances, board relations, and the accreditation process;
- Successful experience in fund-raising with both private donors and grants as well as working with untapped alumni and friends of the University to build a strong foundation of support;
- Demonstrated track record in building institutional resources and pursuing partnerships for growth;
- Demonstrated track record of success in leading a complex institution through a period of turmoil and change;
- Ability and willingness for extensive travel; and,
- Able to relocate and reside in West-Central Ohio.



ANTIOCH UNIVERSITY KEY INDICATORS 2010/2011

Investment in Plant, less depreciation:	\$25.1million
Plant Replacement Insured Value:	\$53 million
Cost of Operating Physical Plant:	\$8 million
Endowment:	\$7.5 million
Budget:	\$80 million
Tuition:	\$66 million (net)
Student Enrollment for fall, 2010:	722 BA 3757 MA 544 PhDs
Tuition Discount Rate:	1.5%
Undergraduate Retention Rate for all campuses:	76.1%
Graduation Rate:	Varies by program
Living Alumni:	Approximately 30,000
Number of Full-time Faculty:	175
Tenured:	N/A
Faculty Salaries:	Overall Average is \$66,248
Student/Teacher Ratio:	It varies by campus.
Representative Degrees: (This is not a complete list)	BA Liberal Studies Degree Completion MA Environmental Studies MA Urban Sustainability MA Organizational Management MA Strategic Communication MA Whole Systems Design MFA Creative Writing MA Conflict Mediation MA Individualized and Professional Studies MAE Education MA Psychology MA Clinical Psychology Psy.D. Clinical Psychology Ph.D. Psychology Ph.D. Environmental Studies Ph.D Leadership and Change Ph.D Marriage and Family Therapy



APPLICATION PROCEDURES

Review of applications begins **January 31, 2012**. To ensure full consideration, materials should be received by that date. To be considered, candidates should e-mail, as MSWord attachments, a cover letter that addresses the challenges and qualifications listed above, a current résumé, and the names, phone numbers, and e-mail addresses of three references to: **AntiochCEO@rhperry.com**.

FOR FURTHER INFORMATION, CONTACT:

DR. ALLEN E. KOENIG, *Senior Partner*

Telephone: (614) 798-0538

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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

