

OPPORTUNITY PROFILE

for the position of

VICE PRESIDENT FOR DEVELOPMENT

Northwest University, Kirkland, Washington

February 2010



EXECUTIVE SUMMARY

Northwest University (Kirkland, Washington) seeks candidates for the position of Vice President for Development. This executive will lead all aspects of fundraising for the University, serving as a member of the Office of the President. The position is currently open and will remain open until a suitable candidate is selected, with the goal of having the Vice President serving by June 2010.

OVERVIEW

Northwest University is a comprehensive baccalaureate university in the Christian liberal arts tradition. Founded by the Assemblies of God (A/G) in 1934 as Northwest Bible Institute in Seattle, the founding statement of purposes envisioned the current status of the school as a full-fledged institution of higher learning, offering academic and professional training at all degree levels across such fields as ministry, education, nursing, business, and others. We began offering degrees only in Bible, but in our 50th year of operation, we began offering degrees outside the area of church ministry, and in our 75th year, we began offering our first doctoral program, the Doctor of Psychology degree. The university currently offers over 50 undergraduate degree programs, eight master's degrees, and one doctorate in six colleges and schools (Business, Education, Nursing, Ministry, Social and Behavioral Sciences, and Arts and Sciences). We have stayed the course set for us by our founders.

Commissioned by the six A/G districts of the Northwestern United States as their best ministry to the rest of the Body of Christ, the University serves a wide variety of Christians in our undergraduate degree programs. Approximately 33% of our students are from the Assemblies of God, and the majority of our students come from other Pentecostal and Charismatic churches and denominations. The school remains deeply committed to the Spirit-filled academic and professional life. Graduate and Adult Education programs are open to students of all faith backgrounds, including students who may be unbelievers but are willing to study in a community committed to Christian values, morality, and faith.

Northwest University is a multigenerational and international community composed of some 8,000 alumni, 1,383 current students, 68 full-time faculty members, over 200 employees, over 1,000 regional churches, 33 board members (Board of Directors), and thousands of constituents of other kinds. Our current donor base is small, composed of approximately 1,000 givers, but our potential for cultivating new donors is high.

After the conclusion of the school's previously initiated capital campaign in 2008, The Office of the President recognized the need to reinvigorate the fundraising activities of the university by the introduction of a new Vice President for Development; the new leader will be expected to bring fresh ideas, outside experience, and renewed zeal for raising the funds necessary to accomplish the mission and vision set forth by the Board and the Office of the President.

HISTORY

Seventy-five years ago, Norwegian immigrant Henry A. Ness, with the approval of the Northwest District of the Assemblies of God and the support of the church he pastored, founded Northwest Bible Institute in the basement of Hollywood Temple in Seattle. While the primary focus of the founders was to establish a college to train pastors, evangelists, and missionaries for the A/G in the Pacific Northwest region, their vision included a liberal arts education that would include “an introduction to the basic fields of learning such as language, literature, history and science, as well as courses of a specialized nature.” Church ministry was clearly their priority, but they also sought to “provide training in Christian Education for the student qualifying them to engage full time in Christian Education and youth work, or to return to their home churches and become active and efficient lay workers.” Along those lines of lay ministry, they envisioned “a complete course of instruction and adequate practical experience for those desiring to develop their musical talents, or to devote their lives to a ministry of music” and also “to assist those who desire to prepare for the chaplaincy, teaching, nursing, education, and other types of occupation and service as a recognized need develops.” They also dreamed of offering instruction at all degree levels.

After World War II, the availability of G.I. Bill benefits led the college to set a course toward accreditation as a Bible College. In 1949, a fourth year was added to the curriculum and the name was changed to Northwest Bible College. Accreditation was granted by the American Association of Bible Colleges in 1953. In 1959, the college moved from Seattle to its permanent location in Kirkland, Washington, occupying a 35-acre campus that had formerly served as a barracks facility that housed WWII shipbuilders for the federal government. Since then 21 more acres have been added to make the present 56-acre campus.

Important developments over the second 25-year period of the college’s history were the establishment of a Junior College division and a name change (Northwest College of the Assemblies of God) in 1962, regional accreditation by the Northwest Commission on Colleges and Universities in 1973, and the offering of an education major in 1984.

In the past 25 years, the college has developed into a comprehensive university, being approved for membership in the Council for Christian Colleges and Universities, an association of Christ-centered colleges and universities of the liberal arts and sciences in 1992. In 2005, the first graduate programs were launched, and the name of the college was changed to Northwest University. Since then, eight master’s degree programs have been added and the total number of undergraduate programs has grown to over 50. The first doctoral program (Doctor of Psychology) began in 2009.

In recent years U.S. News and World Report has repeatedly ranked Northwest University in the top tier among Baccalaureate Colleges and Universities in the West. It is probable that the University will be reclassified as a Master’s Level University in the next rankings, joining a category populated by close competitors Seattle Pacific, Seattle, Whitworth, Gonzaga, and Pacific Lutheran Universities.

The history of the college has been marked by repeated instances of God's miraculous provision, including the purchase of the original campus for \$1 from the federal government. The quality of the Board of Directors is attested to in the fact that only six presidents have served over the 75-year history of the school. Dr. Joseph Castleberry succeeded Dr. Don Argue as president in 2007.

THE FUTURE

The next 25 years promise to be the most exciting ones in the story of the college as we finish "the Northwest Century." The university's logo, a steep upward curve, powerfully expresses the growth of the school in the past 25 years since the school began offering majors in addition to church ministry fields. We are currently in the middle of that curve, and during the next 25 years we will actualize the full potential of our founders' vision. The undergraduate population will grow to its ideal maximum of about 2,000 students. Current major offerings will fully mature and admissions will continue to be more selective. Additional sports, such as lacrosse, rowing, and golf, will be added to our athletic offerings as the student population grows. The Kirkland campus is also in need of new and rebuilt buildings such as a new Student Activities Building (gymnasium, cafeteria, and student center), a Performing Arts Center, new and rebuilt residence halls, and finally, a new classroom and faculty office complex to replace the current Ness Academic Center, the first buildings constructed on the Kirkland campus.



Graduate programs will continue to grow as new schools are brought into being, and graduate student numbers will exceed 1,000. Work is underway to include a law school in our planning for the future. The College of Behavioral and Social Sciences plans to add a School of Social Work, and the College of Ministry will grow in size and depth of offerings at the graduate level as well. Professional doctoral programs will be added in each graduate school, which should include the *Juris Doctor*, Doctor of Nursing Practice, Doctor of Worship Studies, Doctor of Education, and Doctor of Business Administration degrees.

In addition to on-campus development, sites will continue to be developed off-campus to meet the ministerial training needs of our heartland districts. The recent acquisition of Salem Bible College in Oregon and the founding of a new study center in Southern Idaho represent our commitment to serving the need of the church for effective leaders outside the urban areas of the Interstate 5 corridor.

Accomplishing these goals over the next 25 years, the university will become a national Christian university recognized as such in rankings such as U.S. News and World Report. We believe Northwest is the best candidate to provide the level of Pentecostal/Charismatic education in the West that Regent University provides in the East and Oral Roberts University provides in the Mid-West.

Clearly, such a vision will require a continuous series of capital campaigns over the next 25 years and the raising of funds in excess of \$100 million. While the task is ambitious, it is

precisely the sort of highly meaningful challenge that the successful candidate for this position is seeking.

ORGANIZATION

The governing Board of Directors, made up of clergy and business leaders primarily but not exclusively from the Assemblies of God denomination, has 33 committed Christian members who love Northwest University and volunteer their work, wealth, and wisdom to help us achieve our mission. The Board has five standing committees: Executive, TLSF (Teaching, Learning, and Spiritual Formation), Advancement, Finance, and President.

The university elected its sixth president, Dr. Joseph L. Castleberry, in May, 2007. As an ordained Assemblies of God minister, Dr. Castleberry served as a missionary to Latin America for 20 years, serving residential terms in El Salvador, Texas (Global University), and Ecuador. He spent the last five years of his missionary appointment on loan to the Assemblies of God Theological Seminary, where he served as Academic Dean and continued to manage overseas projects, traveling frequently to Latin America and Europe. He has always sought to span the gap between the church and the academy in his professional life, and he preaches frequently in churches and in conferences around the world. He continues as an adjunct professor at the Assemblies of God Theological Seminary, teaching an annual course in the D.Miss./Ph.D. program in Intercultural Studies that he founded there. Dr. Castleberry is a people person, and he has continuously been professionally involved in fundraising since 1985. He is also an active scholar and writer.

The President carries out his duties with the collaboration of the members of the Office of the President. Known as the Administrative Team, the members of the Office of the President will include (beginning May 2010) Dan Neary, Executive Vice President (EVP); Merlin Quiggle, Associate VP for Marketing; Rose-Mary Smith, Assistant VP for Enrollment Management; Dr. Jim Heugel, Provost; Dr. Paul Banas, VP for Student Development; Phil Rasmussen, VP for Campus Ministries, and the new VP for Development. The Administrative Team meets every Tuesday afternoon in full session, and the senior VPs (EVP and Provost) meet weekly for a formal conferral with the President to discuss emerging issues.

SOME FACTS

- In addition to the main campus in Kirkland, Washington, Northwest operates an extension site currently known as Salem Bible College of Northwest University in Salem, Oregon. A new site will open in Nampa, Idaho, in the fall of 2010. Additional study centers operate at seven churches in the state of Washington and in Kalispell, Montana.
- The University exists in the context of six contributing district councils and ministry networks of the Assemblies of God, including the Northwest Ministry Network

(Washington and Northern Idaho), the Oregon Ministry Network, and the A/G district councils of Alaska, Montana, Idaho, and Wyoming.

- The University enrolls a total headcount of 1,383 students, including 843 traditional undergraduates, 237 graduate students, 173 LEAP (Leadership Education for Adult Professionals) students, 88 students in Ministry Head Start centers at local churches, and 42 students at Salem Bible College.
- Students at Northwest come overwhelmingly from the state of Washington (82%). A total of 21 states are represented in the 2009-10 student body, as well as 16 foreign countries.
- Students represent a variety of Christian traditions, including Assemblies of God (460), Independent (320), Foursquare (86), Baptist (51), Presbyterian (31), Roman Catholic (24), Nazarene (11), Lutheran (11), Methodist (9), Church of God in Christ (6), and others (374). The overwhelming majority of students come from Pentecostal and Charismatic churches.
- The faculty represents a variety of churches as well, but 67% are from the Assemblies of God.
- The University promotes a conservative lifestyle and requires students to refrain from sexual immorality and the consumption of alcoholic beverages and tobacco.
- The University has over 8,358 graduates.
- The University offers over 50 undergraduate degree programs in six schools and colleges. Graduate programs are offered in the schools of Business and Management (Master of Business Administration, Master of Arts in Social Entrepreneurship), Behavioral and Social Sciences (Master of Arts in Counseling Psychology, Master of Arts in International Care and Community Development, Doctor of Psychology), Education (Master of Education, Master in Teaching), and Ministry (Master of Arts in Theology and Culture, Master of Arts in Missional Leadership).
- Northwest University has 180 full-time employees, including 114 staff and 66 professors. The university also employs 50-60 part-time staff members and 229 adjunct professors.
- The University received gifts in the 2008-09 fiscal year from 498 individuals and 180 organizations. Historically, there have been 7,573 individual donors and 1,488 institutional donors; giving in 2008-09 totaled over \$2.8 million.
- The budget of the University for fiscal year 2008-09 was \$29,491,904. Total giving for the 2008-2009 year was \$2,869,933, including \$283,351 in annual fund gifts, and \$793,013 in Capital Campaign gifts.
- The University endowment stood at \$9,252,855 at the close of the last fiscal year. It has appreciated with the improving stock market since then, after falling significantly during the previous year.
- Revenue is based on 68% from tuition, before deducting scholarships. After the deduction of scholarship awards, tuition constitutes 59% of total revenue (after deduction of scholarships) for FY 2009.

VISION AND MISSION

The vision of Northwest University was revised in 1999, and it is enthusiastically embraced by the whole community. The vision is summarized with the words “Carry the Call with Heart, Head, and Hand.” The mission of the University was not revised at that time, but the community just completed (2009) a thorough, year-long process of rewriting its mission statement. While it is the prerogative of the Northwest University Board of Directors to establish the mission of the University, the process involved discovery from the ground upward, involving all constituencies of the university and crystallizing in the following new mission statement:

"We, the people of Northwest University, carry the Call of God by continually building a learning community dedicated to spiritual vitality, academic excellence, and empowered engagement with human need." See www.northwestu.edu/mission for more details.

THE POSITION

The Vice President for Development (VPD) is an executive reporting to the President through the Executive Vice President, who oversees the other Vice Presidents related to university advancement. This person will be a member of the Office of the President, serving on the Administrative Team (sometimes referred to as the Cabinet in other schools) and participating as a resource leader of the Advancement Committee of the Board of Directors, along with the Vice Presidents for Marketing and Enrollment.

The VPD acts externally and internally as the University's Chief Development Officer with full authority for all aspects of fundraising at the school. The functional areas the VPD will supervise include the administration of the department, the development (fundraising) of funds for unrestricted, temporarily restricted, and permanently restricted, deferred, capital and project uses, alumni relations, and major and special events.

The candidate should be both a strategic and creative thinker possessing the ability to effectively develop and execute development programs and initiatives for all the functional areas mentioned above. The VPD will act as a coach, counselor and strategist to the President on fundraising.

The VPD will regularly lead the Development Team (including the President and Executive Vice President, the Vice President for Marketing, director-level members for Alumni, Annual Fund and Planned Giving, the Creatio Project, and other development officers) as to advancement strategies, goals, and results. The VPD will design, develop and execute a comprehensive fundraising plan with appropriate strategies, goals, and objectives quantifiably measurable that support the university's mission, vision, and strategic plan.

The candidate must be a visionary leader and be adept in communications, possessing skills in leadership, program development, and personnel development. The candidate must be able to personify, exemplify, and compellingly articulate the University's mission and statement of faith.

While the President will spend a great deal of time and effort in fundraising, the VPD will directly initiate, guide, and strategize with the President on the achievement of the University's advancement strategies and goals. The VPD must be an accomplished networker, with the ability to personally raise a significant portion of the University's fundraising budget.

DESIRED BACKGROUND

Candidates should have a bachelor's or equivalent degree. A master's degree and/or doctorate is beneficial. The candidate will have a proven and successful track record in sales and marketing and/or fundraising. Already knowing the different methods in "friend raising" and success in leading a development function is very desirable and valuable, but not required. (Although someone with proven successful experience providing leadership in sales and marketing would lack specific experience in fundraising in an academic setting, that is something that can be learned with the University's support.) True professionalism and proven leadership in sales and marketing is something a candidate will bring to the position whether that was learned in the marketplace or in a non-profit environment.

PERSONAL ATTRIBUTES AND STYLE

This person must be a committed follower of Jesus Christ who is committed to a lifestyle of discipleship. While it is not required that the person be a member of a Pentecostal or Charismatic church, it is essential that he or she have a deep understanding of the culture of Pentecostalism and sympathy for the spiritual culture of the University. It is expected that the candidate will be a church member who is involved in a local congregation (preferably an Assemblies of God church). The candidate will also need to be able to subscribe to the doctrinal position of the university as specified at www.northwestu.edu/mission.

The candidate should be a self-starter who can organize work and time without having a great deal of direction. This person must enjoy and be effective in working in fast-paced organizations with a positive and "can-do" attitude, able to put together a plan and work the plan to successful conclusion. He or she is motivated by and wants to be accountable to measurable outcomes.

The candidate should be a strategic thinker and an excellent communicator (both written and verbal); winsome, personable, engaging, highly relational, sensitive to others' needs, and possessing an entrepreneurial spirit. The candidate must be articulate and able to speak effectively one-on-one or in large groups. He or she must be a leader, able to inspire the members of development team and hold them accountable to attain our goals.

The candidate must be able to identify donors who will have a strong interest in the university and its vision, communicate the vision and ask for the gifts, able to discern when to involve the President as well as when it is appropriate to make the ask personally.

This person must have a proven record of assembling or developing a professional development staff, able to motivate, mentor, and inspire them as a team to accomplish the goals. The person must have had successful experience in identifying, hiring, training, motivating, and leading others to successful results. Being able to develop a strong and competent team is vitally important as this person adds to the fundraising efforts those persons who will support the President and the VPD to achieve the university's fundraising goals.

Success in this job will require the ability to work under pressure and stress. Persistence, perseverance, honesty, integrity, and patience are needed to be a successful development person.

The candidate will be a frequent and cheerful traveler. It is likely, however, that the great majority of travel will occur within the Northwest region, especially the Seattle metropolitan area and the Interstate 5 corridor. He or she must be a high energy person who enjoys "the hunt" for new donors as well as lifting the existing donors to greater giving levels.

THE CALLING

Given the vision statement of Northwest University, "Carry the Call with Heart, Head, and Hand," it is crucial that the VPD understand fundraising to be a specific call of God for his or her life and as a serious ministerial role. An important part of fundraising is the facilitation of spiritual growth in the lives of givers, the ennoblement of their wealth, and the fulfillment of their own dreams and passions. It is important to understand the relationship between mission and money, and to be able to communicate this effectively and with passion. Integrity, grace, and character are the most important things needed in this servant. The "fruit of the spirit" must be exhibited in the style and life of the VPD.

SPECIFIC COMMITMENTS AND RESPONSIBILITIES

The candidate will personify commitment and convey passion for the job to all constituencies in the Northwest University community and in all locations, places, and events where the University is represented.

It is beneficial if the candidate has demonstrated skills in such areas as the annual fund, major donor fundraising (including major deferred gifts), direct response fund-raising (direct mail, phone-a-thons), gift acknowledgement and donor appreciation programs, donor upgrade programs, foundation and grant-writing programs, name acquisition programs, donor acquisition programs, donor retention programs and lapsed donor programs, and planned giving programs. Special events programs, on-line giving programs, local church programs, alumni programs, capital campaign programs, special project/initiative programs, planned giving, will, trusts, annuities, endowments, and naming opportunities are also important.

This person will work closely with the President and other development staff to regularly visit

existing and potential donors. A crucial element the VPD will be expected to develop is a “moves management” approach in working with major donors using a donor contact management system to maintain effective communications, express appreciation, and plan the “next” donor moves. It will also be crucial to lead the development staff in expressing gratitude sincerely, creatively, and consistently to donors.

At the same time, there should be a “fire in the belly” for results, requiring dedication to the work and good prioritization of tasks (while communicating, coordinating and developing buy-in is important, the priority is more on results than endless committee meetings). While the hours will be long – when the job is done right – there is the expectation the person will keep balanced time-wise with their own needs for their spiritual, personal, family and emotional lives.

WHERE IS THIS PERSON LIKELY TO BE TODAY?

The ideal candidate may currently be working for a non-profit organization where primary responsibilities include developing relationships with the intent of cultivating major-donor level contributions and developing long-term fundraising initiatives. Alternatively, the person might have had success in sales and marketing leadership in the business world and is now ready to take that experience and use it to meet this opportunity. Such business world experience would be in some sort of relationship sales rather than retail, internet, or contract sales. It is likely that the candidate currently resides in the Puget Sound area, since a previous network of relationships in the area will be of special value in performing the job. The high cost of living in the Seattle area may also make it difficult for a candidate from outside to move their family to this area.

COMPENSATION AND BENEFITS

The compensation for the Vice President of Development will be appropriate for similar levels of responsibility in the non-profit sector, matched with the candidate’s proven success and experience. Northwest University has a competitive employee benefits package.

THE SEARCH AND SELECTION PROCESS

The President will take a single recommended candidate to a committee of the Board for final approval after reviewing candidates with a selection committee.

Anyone considering applying for the position should know that significant effort will be taken to maintain confidentiality up to the time that one person becomes the preferred candidate and is introduced to the campus community. The search committee will be cautious and sensitive in trying to preserve any prospect’s anonymity.

Northwest University does not discriminate on the basis of age, sex, ethnicity, national origin, or physical handicap. Women, internationals, and persons of color are encouraged to apply.

For further information on this position, please contact Dr. Castleberry at joseph.castleberry@northwestu.edu.

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OUR MISSION: We, the people of Northwest University, carry the call of God by continually building a learning community dedicated to spiritual vitality, academic excellence, and empowered engagement with human need. See www.northwestu.edu/mission.