OPPORTUNITY PROFILE

for the position of

Dean, College of Business

Northwest University, Kirkland, Washington

Executive Summary
Northwest University (Kirkland, Washington) seeks candidates for the position of Dean of the College of Business (DCOB). This executive will lead all aspects of leadership, management, and development for the College of Business, reporting to the Provost and collaborating with the Senior Vice President for Advancement and the Office of the President. The position is currently staffed, but a transition will occur at the end of the 2019-20 academic year, with the goal of having the DCOB serving no later than August, 2020.

Northwest University Overview
Northwest University is a comprehensive master’s level university in the Christian liberal arts tradition. Deeply committed to the Lordship and centrality of Jesus Christ, the university is often described as “a college with the soul of a church.” Unlike many colleges that are “church-related” but largely secularized in their culture and offerings, Northwest continues to insist upon a thorough integration of learning and faith—not just in the sense of intellectually combining Biblical and theological principles with secular learning, but also in practicing the abiding presence of God in the daily life of the community.

Founded in Seattle by the Assemblies of God (AG) in 1934 as Northwest Bible Institute, 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 added degrees outside the area of church ministry, and in our 75th year, we launched our first doctoral program, the Doctor of Psychology degree. The university currently offers over 50 undergraduate programs, eleven master’s degrees, and three doctoral degrees in seven colleges and schools (Business, Education, Nursing, Ministry, Social and Behavioral Sciences, Arts and Sciences, and Adult and Professional Studies).
Supported by nine A/G districts in the Northwestern United States (Northwest, Oregon, Alaska, Montana, Southern Idaho, Wyoming, Hawaii, and Central Pacific Latin American and Northwest Hispanic), the college has been commissioned by the board to be “the best ministry of the Assemblies of God to the rest of the Body of Christ. Accordingly the University serves a wide community of Christians in our undergraduate degree programs. Approximately 30% of our students are from churches affiliated with the Assemblies of God. The majority of our undergraduate students come from other Pentecostal and Charismatic churches and denominations. The school remains deeply committed to the Spirit-filled academic and professional life. All students admitted to traditional undergraduate programs (including the campuses at Kirkland (WA) and Salem (OR) must be confessing Christians. In contrast, programs in the College of Adult and Professional Studies and Graduate 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 10,000 alumni, around 2,400 current students, 68 full-time faculty members, over 200 full-time employees, over 1,000 regional churches, 32 board members (Board of Directors), and thousands of constituents of other kinds. On campus programs (undergraduate and graduate, fall 2018) served 1,345 students, including 379 students who identify as an ethnic or racial minority, and 146 international students. (The COB’s MBA program is especially attractive to international students.) Online programs served 669 students.

The transition in the Dean’s office for the College of Business coincides with the beginnings of a feasibility study and silent phase for the most ambitious capital campaign in the University’s history. The College of Business figures very prominently in the strategic plan of the University and in the emerging case statement for the upcoming campaign. Our vision will be to build on our historic success to establish a full-service College of Business with a comprehensive set of academic specialties in both undergraduate and master’s-level programs while also developing the current Ph.D. program in Organizational Leadership to offer more specific business areas. The College of Business should develop special areas of excellence in areas such as finance and financial advisement, international business, accounting, technology management, healthcare management, and other fields. It should also grow in its service to the global faith and work movement.

We will expect the new leader to play a transformational role in the development of the College of Business into one of the signature programs of the University in its next season. The new dean should expect to represent the COB as its primary public face to the business community of Seattle and the East Side, adopt and generate fresh vision for the College, develop an involved COB Advisory Board, and participate fully in fundraising activities, interfacing regularly with the Northwest University Foundation and its Board of Trustees. Success will require winsome people skills and solid management techniques to marshal current and future faculty members, both full-time and adjunct, and serve students in all modalities to accomplish the vision approved by the University’s Board of Directors.

**NU 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.*
History
Eighty-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, the school added a fourth year to the curriculum and the name changed to Northwest Bible College. Accreditation by the American Association of Bible Colleges followed 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 comprise the present 56-acre campus.

Important developments over the second 25-year period of the college’s history included 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. The first degree program in business was launched in 1991, and the university first offered its first Master of Business Administration program in 2005. In 2011, the College of Business achieved accreditation from the Accreditation Council for Business Schools and Programs (ACBSP).

In the past 15 years, the college has developed into a comprehensive university with membership in the Council for Christian Colleges and Universities, an association of Christ-centered colleges and universities of the liberal arts and sciences. In 2005, the name of the college changed to Northwest University. Since then, we have added ten master’s degree programs, and the total number of undergraduate programs has grown to over 50. The first doctoral program (Doctor of Psychology) began in 2009 and we now offer Ph.D. and Ed.D. programs in Organizational Leadership, with concentrations in business consulting and coaching, ministry leadership, and educational leadership.

In recent years U.S. News and World Report has repeatedly ranked Northwest University in the top tier among Regional Universities in the West. 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 85-year history of the school.
The Future
The next two decades promise to be the most exciting ones in the story of the college as we finish “the Northwest Century.” The resident undergraduate population will grow from about 900 students to its ideal maximum of about 1,200 students. Current major offerings will fully mature and admissions will continue to become more selective. Over the next 20 years, the Kirkland campus will need new and rebuilt buildings such as a major new residence hall and cafeteria, a business and technology building, a performing arts center, the remodeling of existing residence halls, a new sports pavilion, and finally, a new classroom and faculty office complex to replace the current Ness Academic Center—the first buildings constructed on the Kirkland campus in 1959.

The transition to full university status in 2005 set in motion a new business model at the university. In that year, traditional undergraduate enrollment constituted 75% of the Northwest University student body. With existing dormitories virtually full and very limited funds available for campus expansion, continued growth demanded that the university grow in non-traditional offerings such as graduate programs, adult education options, extension sites, and distance education/online programs. As of Fall 2018, non-traditional enrollment had grown to comprise 63% of a total enrollment of 2,457. The administration has set a goal of increasing the percentage of nontraditional students to 75%, flipping the percentages of traditional and nontraditional students from its composition in 2005. In Fall 2019, the COB has 122 on ground undergraduate students, 50 online undergraduate programs, 56 on ground MBA students, and 12 online MBA students.

Institution wide, number of graduate, adult, extension, and distance education students should swell to 4,500 in the next five to ten years as our new business model fully matures. Graduate programs will continue to grow as new schools are brought into being. A number of academic and professional doctoral programs will be added in each graduate school in the next decade.

Accomplishing these goals and others over the next 20 years, the university will become a national university recognized as such in rankings such as U.S. News and World Report.

Organization
The Board of Directors, made up of clergy and business leaders from the Assemblies of God churches and denominational offices, has 32 committed 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; Teaching, Learning, and Spiritual Formation (TLSF); Advancement; Finance; and President.

The university elected its sixth president, Dr. Joseph L. Castleberry, in May 2007. As an ordained Assemblies of God minister and an EdD graduate of Columbia University, 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.
The President carries out his duties with the collaboration of the members of the Office of the President, including Dr. Jim Heugel, Provost; John Jordan, Chief Financial Officer; Ken Cornell, Senior VP for Advancement, and Phil Rasmussen, VP for Church Relations and Campus Ministry.

Desired Background
Candidates should have a doctoral degree in a field related to business. The Dean of the College of Business must be a dedicated follower of Jesus Christ who is committed to a lifestyle of discipleship. The candidate must have a passion for business and a clear understanding of how business fits into the mission of God. Accordingly, the preferred candidate will have experience as a participant in the Faith and Work Movement and a desire to serve the movement as an academic and spiritual leader. University-level teaching experience, a publication record, and a history of successful leadership are essential. The candidate also must be able to subscribe to the doctrinal position of the university as specified at http://www.northwestu.edu/about/faith/.

Personal Attributes and Style
The Dean must have strong relational skills and be committed to both kindness and firmness in the respectful treatment of both superiors and other coworkers. 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 visionary leader who can conceive and execute the development of our College of Business into a comprehensive school worthy of our location in one of the world’s greatest centers for business innovation. He or she must be a strategic thinker and an excellent communicator (both written and verbal), 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 and must be a leader, able to inspire the members of several teams and hold them accountable to attain our goals.

This person must have a proven record of assembling or developing a professional staff, able to motivate, mentor, and inspire them as a team to accomplish their goals. The person must have had successful experience in identifying, hiring, training, motivating, and leading others to successful results.

The Call
Given the vision statement of Northwest University, “Carry the Call with Heart, Head, and Hand,” it is crucial that the Dean of the College of Business understand higher education leadership to be a specific call of God for his or her life and a serious ministerial role. 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 Dean.

Position Description
The Dean provides strategic leadership in all areas necessary for the success of the College of Business, including: undergraduate and graduate business programs offered in on-ground and online modalities; hiring, support, evaluation and supervision of full-time and adjunct faculty; student recruitment and support; accreditation with the Accreditation Council for Business Schools and Programs; and relationships within the business community for student internships, employment of graduates, educational partnerships, and COB involvement in Faith and Work organizations and efforts.

The Dean is a member of the Northwest University Faculty; reports to the Provost; serves on the Dean’s Conferral and Academic Affairs Committee; chairs College of Business meetings; works to improve teaching effectiveness of individual faculty members; monitors enrollment history; coordinates the development, effectiveness and improvement of undergraduate and graduate programs; schedules curricular offerings; manages the budget for the College of Business; and represents the College of Business to all constituencies.

The Dean will also serve a consultative, coordinative and facilitative role in the academic leadership of the university. Success in this role requires the ability to work collegially and cooperatively with fellow deans and university departmental leaders.

**Qualifications**

1. Holds an earned doctoral degree in Business or associated field.
2. Possesses a deep, personal commitment to Jesus Christ and to the Spirit-filled life.
3. Has a proven record of effective leadership in higher education.
4. Has successful experience with professional accreditors.
5. Has demonstrated proficiency in the management of fiscal resources.
6. Is able to articulate the integration of faith and learning within the discipline of Business and shows willingness and ability to apply the Christian worldview in curricular and course design, instruction, and advising.
7. Demonstrates the ability to establish and maintain positive relationships with students, faculty, staff, and the general constituency of the university and the College of Business.
8. Models best instructional practices with faculty and students.
9. Able to supervise faculty who prepare students for business careers and have positive impact on student learning.
10. Able to develop professional skills in faculty and students through coaching, modeling and direct instruction.
11. Candidates with leadership/management experience in business (for-profit or non-profit) or government are encouraged to apply.
12. Candidates with experience mentoring diverse students, including those from underrepresented backgrounds, are preferred.

**Where is this person likely to be today?**
The ideal candidate currently may be working for a university or non-profit or for-profit organization in a significant leadership role.
Compensation and Benefits
The compensation for the Dean 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
Provost Jim Heugel will lead a search committee that will review all materials received for the position. Candidates receiving a campus visit should expect interviews with the search committee, College of Business faculty, the president, and an open-meeting of the faculty. Additionally, the candidate may be asked to teach an undergraduate or graduate class session. The chosen candidate will return to campus for a final interview with the Executive Committee of the Board.

Anyone considering applying for the position should know that significant effort will be taken by the search committee to maintain confidentiality up to the time that one person becomes the preferred candidate and is introduced to the campus community.

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.