OPPORTUNITY PROFILE
for the position of

Senior Vice President for Advancement

Northwest University, Kirkland, Washington

July 2013
EXECUTIVE SUMMARY

Northwest University (Kirkland, Washington) seeks candidates for the position of Senior Vice President for Advancement (SVPA). This executive will lead all aspects of enrollment, marketing, and development (fundraising) management for the University, serving as a member of the Office of the President. The position is currently staffed, but a “hand-off” transition will occur as soon as a suitable candidate is selected, with the goal of having the SVPA serving no later than January, 2014.

OVERVIEW

Northwest University is a comprehensive baccalaureate university in the Christian liberal arts tradition. Founded in Seattle by the Assemblies of God (A/G) 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 degree programs, eleven master's degrees, and one doctorate in seven colleges and schools (Business, Education, Nursing, Ministry, Social and Behavioral Sciences, Arts and Sciences, and Adult and Professional Studies). We have stayed the course set for us by our founders.

Supported by eight A/G districts in the Northwestern United States (Northwest, Oregon, Alaska, Montana, Southern Idaho, Wyoming, Northern California & Nevada, and Northern Pacific Latin American) to be 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 30% of our students are from churches affiliated with the General Council of 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, and the university requires that members of the Office of the President (President and Senior Administrators) be members of Assemblies of God churches. All students admitted to traditional undergraduate programs (including the campuses at Kirkland (WA), Salem (OR), and Sacramento (CA) must be confessing Christians and provide a pastoral reference attesting to their good testimony. In contrast, programs in the College of Adult and Professional Studies 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 9,700 alumni, around 1,600 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.

In the Spring of 2013, the President recognized the need to restructure the university’s internal management, reducing two vice presidential positions (Student Development and Enrollment Management). The current Vice President for Advancement is taking early retirement to pursue philanthropic and business opportunities, and the President seeks to create the higher-ranking position of Senior Vice President for Advancement to oversee director-level leadership in enrollment, marketing, and development. The new leader will be expected to bring fresh ideas, for-profit or non-profit business experience at a chief officer level, strong quantitative skills and experience with econometrics, winsome people skills, and rigorous management that holds employees accountable to quantitative goals ensuring successful achievement of strategic goals and accomplishing the mission and vision set forth by the Board and the Office of the President.

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._

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, 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.

In the past 25 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. Since 2001, 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. In 2005, the name of the college changed to Northwest University.

In recent years U.S. News and World Report has repeatedly ranked Northwest University in the top tier among Regional Colleges in the West. It is probable that the University will soon classify as a Regional University, 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.

**THE FUTURE**

We expect next 20 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, 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 resident undergraduate population should grow to its ideal maximum of about 1,200 students allowing current major offerings to fully mature, admissions to continue to be more selective, and additional athletic programs. To achieve this, the Kirkland campus is will need new and refurbished facilities such as a new athletics/recreation center, a major new and refurbished residence halls and cafeteria complex, a performing arts center, and a new classroom and faculty office complex to replace the current Ness Academic Center.
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 graduate programs and non-traditional offerings such as adult evening programs, extension sites, and online programs. As of Fall 2013, this non-traditional and graduate enrollment comprised 40% of the total. Online programs added in the summer of 2013 and the acquisition of a new Sacramento Campus should soon increase the percentage of these programs to 51% of the student whole. The administration has set a goal of increasing the enrollment percentage of these programs to 75%.

Accomplishing these goals over the next 20 years, will allow us to simultaneously add new graduate programs including a number of new academic and professional doctoral programs.

**ORGANIZATION**

The Board of Directors, made up of clergy and business leaders from the Assemblies of God churches and denominational offices, has 32 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; 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, 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. A people person, Dr. Castleberry is also an active scholar and writer. He has managed to maintained professional involvement simultaneously in the church and the academy, preaching frequently in churches and conferences around the world.

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; Jason Miles, retiring VP for Advancement, and Phil Rasmussen Campus Pastor. They are joined in the President’s Cabinet by the Director of Marketing (Steve Bostrom), the Director of Admissions (Anna Pflug), and the Dean of Student Development (Kim Stave). The Cabinet meets every Tuesday afternoon in full session.
SOME FACTS AT A GLANCE

- In addition to the main campus in Kirkland, Washington, Northwest offers campuses in Salem, Oregon and Sacramento, California. Another extension site operates in Nampa, Idaho. Additional study centers operate at seven churches in the state of Washington and in Kalispell, Montana.
- The University exists in the context of eight contributing district councils of the Assemblies of God, including the Northwest Ministry Network (Washington and Northern Idaho), the Oregon Ministry Network, the Alaska Ministry Network, and the A/G district councils of Montana, Idaho, Wyoming, Northern California & Nevada, and Northern Pacific Latin American.
- In 2012 the University enrolled a total headcount of over 1,612 students, including 948 traditional undergraduates, 257 graduate students, 298 CAPS (College of Adult and Professional Studies) students, 65 students in Ministry Head Start centers at local churches, and 44 students at Salem Campus.
- Students at Northwest come overwhelmingly from the state of Washington (82%). A total of 22 states were represented in the 2012-13 student body, as well as 17 foreign countries.
- Students represent a variety of Christian traditions, including in the 2009-10 school year Assemblies of God (464), Independent (377), Foursquare (125), Baptist (59), Presbyterian (33), Roman Catholic (37), Nazarene (14), Lutheran (16), Methodist (12), Church of God in Christ (2), and others (416). 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 9,700 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 172 full-time employees, including 107 staff and 65 professors. The university also employs 62 part-time staff members and 279 adjunct professors.
- Historically, gifts to the university have come from over 7,500 individual donors and 1,488 institutional donors; giving in 2012-13 totaled $1,124,204.
- The gross budget of the University for fiscal year 2012-13 was $37.9 million. The University endowment stood at about $7.9 million at the close of the 2012 fiscal year.
year. It has appreciated with the improving stock market since then, after falling significantly during the previous year.

• Revenue consists of 85% from tuition, before deducting scholarships. After the deduction of scholarship awards, tuition constitutes 79% of total revenue for FY 2014.

VISION AND MISSION

The vision of Northwest University was revised in 1999 and is enthusiastically embraced by the whole community. The vision is summarized with the words Carry the Call. The mission of the University was not revised at that time, but in 2009 the community conducted 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](http://www.northwestu.edu/mission) for more details.

THE POSITION

POSITION SUMMARY Manage the advancement functions of the University in a Christ-centered, and professional manner; lead traditional undergraduate enrollment and financial aid teams. Oversee marketing and the long-term brand strategy as well as the ongoing marketing tactics. Supervise fundraising activities, shaping donor engagement activities and managing the Development department, Foundation, and Alumni functions.

ESSENTIAL FUNCTIONS
1) Enrollment (35%)
   a) Articulate and accomplish enrollment goals in accordance with the University's goals and vision as well as University Budget.
   b) Lead systems of communication for key "influencers" giving special attention to leaders of top "feeder" institutions (churches, schools, etc.).
   c) Develop and direct undergraduate recruitment and admissions, providing guidance and support to the Director for Admissions.
   d) Develop and direct financial aid, providing guidance and support to the Director for Financial Aid.
   e) Develop and direct data management for Advancement, providing guidance and support to the Director of Institutional Research.
   f) Collaborate with other University personnel regarding new program development and program modifications, giving emphasis to program marketability.
g) Serve as a member of the President’s Cabinet, Scholarship Committee, Athletic Committee, and on other committees and teams as appointed or elected.

h) Report regularly to the President’s Cabinet on enrollment and marketing activities, and on trends, experiences, policies, and procedures that are noteworthy or in need of change.

i) Confer with the Admissions Committee regarding any applicants for admission who are questionable or who may not fully meet the published standards of the University.

j) Submit semi-annual reports to the President for inclusion in the President’s Report to the Board of Directors.

2) Marketing, (25%)
   a) Manage a team of marketers with the goal of creating a culture of professionalism and continuous improvement.
   b) Oversee brand strategy and development, ensuring that Northwest’s mission, vision, and value are effectively conveyed through various marketing mediums including Print, Radio, In-Person, Online and Social Media.

3) Development, (25%)
   a) Coordinate fundraising strategy and donor treatment across a spectrum of engagement methods including Events, Alumni Relations, Major Gifts, Grant-writing, and Planned Giving.

4) Budget Management, (10%).
   a) Oversee the Enrollment and Advancement budgets ensuring the effective use of institutional resources, and appropriate internal controls.

5) Perform other work related duties as assigned. [5%]

QUALIFICATIONS

1. Bachelor’s degree (master’s or doctorate preferred).
2. Current membership, or the willingness to begin membership, in an Assemblies of God congregation.
3. 7-10 years experience in a corporation or business, large non-profit organization, or higher education institution.
4. In-depth experience in enrollment, marketing, fundraising, and management.
5. Proven communication skills and a history of collegiality and effective relationships with colleagues.
7. Significant experience managing revenue (Profit/Loss).
8. Significant experience holding employees accountable to numerical goals.
9. Significant quantitative and econometric skill and experience.

DIRECT REPORTS

1. Director of Admissions
2. Director of Development
3. Director of Event Planning
4. Director of Alumni and Planned Giving
5. Director of Marketing
6. Director for Financial Aid
7. Director of Institutional Research

**Lifestyle Standards**

Recognize, understand and agree to live by the moral and ethical standards of Northwest University, as outlined in the Assemblies of God Statement of Faith, the Northwest University Community Covenant, and Northwest University Statement of Principles.

**Personal Attributes and Style**

The SVPA must be a committed follower of Jesus Christ who is committed to a lifestyle of discipleship. The candidate 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 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. He or she 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 the goals. The person must have had successful experience in identifying, hiring, training, motivating, and leading others to successful results. Success in this job will require the ability to work under pressure and stress. Persistence, perseverance, honesty, integrity, and patience are needed to be successful.

Given the vision statement of Northwest University, Carry the Call, it is crucial that the SVPA 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 SVPA.
WHERE IS THIS PERSON LIKELY TO BE TODAY?

Whether in a university, non-profit, or for-profit organization, the ideal candidate currently may be in a senior executive capacity.

COMPENSATION AND BENEFITS

The compensation for the SVPA 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

A Search Committee will review all applications and curricula vitae received for the position and make a recommendation to the President. The President will take a single recommended candidate to a committee of the Board for final approval after interviewing the final candidate personally.

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.

For further information on this position, please contact Victoria Clark at victoria.clark@northwestu.edu.