



Cornerstone
UNIVERSITY®



PRESIDENT
OPPORTUNITY PROFILE

OVERVIEW

Over the past sixteen years, since Dr. Rex Rogers arrived, Cornerstone University has undergone major changes and growth. The school has moved from being a denominational, fundamentalist college with primarily a liberal arts program and rules-based approach to being a non-denominational university with a comprehensive program with professional studies and a spiritual discernment based approach to spiritual formation university.

Improvements included laptops for all students, adult degree completion (now Professional and graduate Studies), the student “Leadership Journey” for development of leadership and maturity, Mission Network News and His Kids Radio, online education, Media Studies, graduate program offering non-theological master’s degrees including the MBA, higher academic standards and enrollment growth.

Campus development included a Campus Master Plan, new facilities like Faber Hall, Hansen Athletic Center, Cook Hall, Science Wing, and sculptures.

Dr. Rogers has made a remarkable contribution, but he feels the Lord is leading him to another opportunity for service although he does not yet know where that is. This decision was entirely that of Dr. and Mrs. Rogers and the Lord.

The University Trustees are seeking a new leader who will continue the great work Dr. Rogers has begun and help the University to make an even greater impact in the lives of students for the Lord. Areas where growth will hopefully occur will likely include: increasing academic and spiritual excellence, new buildings, a larger endowment, greater financial vitality, and while local enrollment is strong, regional enrollment could be stronger.

The University, with the assistance of Bruce Dingman of The Dingman Company, is casting a wide net in search for its next President. **We invite you to submit names** (with address, phone number, email) of potential candidates to bruce@dingman.com for confidential consideration.

CORNERSTONE UNIVERSITY

Cornerstone University, a non-denominational, Christ-centered university located in Grand Rapids, Michigan, seeks to enable individuals to apply unchanging biblical principles in a rapidly changing world through both traditional and adult undergraduate and graduate programs, Grand Rapids Theological Seminary, Asia Baptist Theological Seminary and the multi-faceted broadcast outreaches of Cornerstone University Radio.

The traditional undergraduate program has an enrollment of 1250 students: in-residence students make up 55% and commuting students, 45%. Traditional undergraduate tuition and room and board costs are \$24,660 per year, and the average student financial assistance is substantial. There are 62 full-time traditional undergraduate faculty with an average class size of 20, and the

student to professor ratio is 16:1. The freshman profile includes a high school GPA of 3.3, and an ACT score of 23.

There are also 600 adult learner undergraduates, 625 graduate students on campus (260 of those are seminary students), and 200 graduate students at the seminary locations in Asia. There are 10 seminary faculty and three full-time faculty for the non-traditional program who teach both undergraduate and graduate courses.

In addition to the 75 full-time professors, there are 269 adjunct professors, over 60 undergraduate academic programs in the arts, sciences and professional studies, as well as 13 advanced degrees. There are six off-campus learning sites in Michigan. Much more information can be gleaned from the school's web site.

The University accreditations include Higher Learning Commission of the North Central Association of Colleges and Schools, Michigan State Board of Education and the Association of Christian Schools International (ACSI), National Association of Schools of Music (NASM), and the Council on Social Work Education (CSWE).

The seminary is North Central Association Commission (NCA) and Association of Theological Schools (ATS) accredited.

This non-denominational school has students from 45 denominations and all undergraduate, faculty (including adjunct professors), staff, administrators and trustees are in agreement with Cornerstone's Confession.

The annual budget is \$35 million and the endowment is \$6 million.

The lovely 119-acre campus, including a nine-acre lake, is less than five miles northeast of downtown Grand Rapids, Michigan's second-largest metropolitan area.

THE POSITION

From the institution's by-laws:

The President of Cornerstone University is the chief executive officer of the institution and the executive agent of the Board of Trustees and its Executive Committee. He or she shall, as educational and administrative head of the University, exercise a general superintendence over all the affairs of the institution and bring such matters to the attention of the Board as are appropriate to keep the Board fully informed to meet its policy making responsibilities. He or she shall have power on behalf of the Board to perform all acts and execute all documents to make effective the actions of the Board or its Executive Committee. He or she shall be an ex officio member of all committees of the Board without power to vote. He or she shall give special attention by precept and example to the spiritual life and climate of the institution.

In other words, the President will provide the leadership and guidance to the University needed to fulfill its mission. Also, the President will represent the University to national organizations, as well as networking and creating alliances with a range of organizations and the local community. Having existing good relationships with such people and organizations is imperative.

Reporting to the President are the Provost, President of the Seminary, EVP-Advancement, SVP for Operations & CFO, and VP-Broadcasting. Enrollment Management and Student Development are under the Provost.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

What is desired in the next President is an impossible combination, so realistic expectations require those be broken down into **required** characteristics and **desired** characteristics, and even still not everything hoped for may be present in the person chosen.

The **requirements** for the position include:

- **Divine Calling** – The President must possess a clear sense of divine calling to Cornerstone University’s mission in higher Christian education with a proven track record as an effective organizational leader, perhaps as a CEO, and having an earned doctorate academic degree.
- **Humble and Driven** – The President must be an engaging and approachable individual, not given to hubris and self-absorption, willing to be evaluated, admit shortcomings, accept constructive criticism and change when appropriate. In a word, an effective Cornerstone University President must be humble, and this humility must be rooted in knowledge of the Bible and passion for God. This humility, is not merely passive niceness. Rather, the President must be an individual who is truly humble, but also passionate and driven to advance the Christian faith and the educational mission of Cornerstone University.
- **Collaborative and Decisive** – Shared process and collaboration are at the center of a successful working relationship between a university President and his/her faculty, administrators, and other internal and external constituents. The President of Cornerstone University should be known for a participative and collaborative spirit. At the same time, difficult and strategic decisions must be made, and the President must be able to make those decisions.
- **Visionary and Strategic** – Through collaborative process, the University President must define and routinely articulate the future desired state of the organization (organizational vision). A well crafted and compelling vision inspires organizational participants in their work, and it deepens constituent commitments to the institutional mission. While vision is essential, the President must also think and act in a strategic manner. He/she must be skilled at refining vision, pursuing that which is strategic for the institution and in keeping with the

mission.

- **Innovative and Disciplined** – Effective leaders recognize that sustained organizational health requires some level of ongoing innovation and change. Innovation and change can be quality improvement in how things are done, but it can also take the institution into new spheres of activity. While the President must be competent to foster innovation and change, he/she must also engage in such action in a disciplined manner, encompassing strategic thinking and critical analysis.
- **Communicator and Listener** – As a primary face and voice of the institution and as one who routinely articulates the mission, vision, and progress of the institution, the President must possess significant competency in communication in both written and verbal form. At the same time, being an eager listener and demonstrating respect for the ideas and perspectives of others is imperative.
- **Friend-maker and Fundraiser** – The University President must possess significant social and relational skill. Building constituent and stakeholder engagement in the institutional mission is central. While friend-making is a vital competency, the President must also be able to raise funds which is both art and science. The President must possess the courage and competency to make friends and raise funds for the good of the institutional mission.
- **Institutional Historian and Cultural Architect** – Cornerstone University has a rich history of Christian higher education at the graduate and undergraduate level, and a nationally recognized radio ministry. For over 60 years, the institution has effectively fulfilled its multifaceted mission. The President of Cornerstone University must embrace and respect this heritage, honoring those who have served and recognizing the many institutional achievements. However, the President must lead forward by fostering appropriate cultural and institutional change, change that will allow the institution and its diverse ministries to thrive into the future.
- **Agreement with the *Cornerstone Confession and Mission*** – The President must wholeheartedly agree with the Cornerstone Confession and be a champion of the Cornerstone Mission.
- **Warm and Winsome Style** – The President must develop great relationships easily with board members, faculty, staff, students and donors while exhibiting a love and commitment to each group.
- **Passion for People to know Jesus Christ** – The President must have a passion for people to know Jesus Christ as their Lord and Savior and a faith that “spills over” to others in the broader evangelical and Christian worlds, knowing that a strong prayer life is foundational.

- **Relationship with Jesus Christ** – The President will have a strong, personal, growing relationship with Jesus Christ, model healthy family relationships, have unquestioned integrity and uncompromising courage and possess a high view of the authority and trustworthiness of God’s Word; “ever ready to talk of the hope that is within” him or her.
- **Leadership Principles** – The President must demonstrate the “Leadership Journey Principles” (a leadership training program for students at Cornerstone) of wisdom, compassion, humility, obedience, courage, perseverance, honesty, and self-control in the leadership of others.
- **Long Term Commitment** – The President must have a willingness to make a long-term commitment to the University (10+ years, subject to satisfactory performance and at the discretion of the University).
- **Travel** – The President must be open to traveling 25% of the time.

The **desired** qualifications for the position include:

- Some academic administrative and/or higher education teaching experience.
- A bridge builder, one that creates an atmosphere of trust; willingly facing conflict when needed and adept at finding win-win solutions.
- A sensitivity and understanding of what others are feeling and experiencing.
- An ability to put the right person in the right position and ability to deal sensitively without significant delay in moving someone out of an ineffective position.
- A transparency in living an exemplary life, knowing when to keep a confidence; meeting the qualifications for being an elder in the church.
- A command of the budgeting process and how it is best used in an academic institution to provide resources, control costs, properly motivate and yet hold people accountable.
- A personal charisma; when casting the vision or an idea, it should have an effect of “contagious enthusiasm.”
- A respect of cross-cultural and ethnic differences and a personal understanding of cross-cultural ministry; holding a world perspective.
- A familiarity with undergraduate and graduate programs and the accreditation process.
- A good philosophy on education, being comfortable in the learning environment and understanding that the emphasis needs to move from education to learning (from the teacher’s perspective to that of the students’). A comprehension of where education is today and where it’s going, how that effects what the University and Seminary should be doing.
- A high value of scholarship, balancing the academic and practical, the innovative and the culturally relevant.
- A “world” Christian (understanding missions, culture and politics in other parts of the world).
- A commitment to diversity and inclusiveness in faculty, students and staff.
- Effective people leadership skills (developing *esprit de corps*; being a good team leader,

open, and transparent).

- An ability to multi-task with a diversity of projects.
- A progressive and learning nature, embracing the potential of technology.
- A strong work ethic, balanced with the needs of a spiritual walk, family, and personal relaxation.
- A good steward, giving at least a tithe to the Lord.
- An entrepreneur; knowing how to develop something then make it work.
- A commitment to accountability, for self and others.
- A gracious spirit, comfortable in all settings, and given to hospitality.

While it might seem we seek someone who could not possibly have all the characteristics and experiences listed in this document, it is a guide and list of required and desired points, including input from various constituencies and stakeholders. It is not expected that any candidate will have everything that is hoped for. The Selection and Search Advisory Committees will remain open to the leading of the Holy Spirit as prospects are revealed and considered.

THE SEARCH AND SELECTION PROCESS

The Selection Committee is made up of members of the Board of Trustees and the Search Advisory Committee has representatives from the Faculty, Staff, Students and Trustees. Together the Selection and Search Advisory committees will interview the final candidates, and then with the benefit of input from the Search Advisory Committee, the Selection Committee is expected to choose a candidate to recommend to the Board of Trustees.

Assisting in the search is Bruce Dingman, President of The Dingman Company, Inc., (www.dingman.com), an executive search firm which has a successful track record of numerous similar searches.

Hopefully this process will be completed by April or May 2008. The new President is expected to assume the position July 1, 2008, and the official inauguration will occur in the fall of 2008.

We wish to thank The Search Advisory Committee members and others for their contribution on content used in creating this document.



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. However, reference checking will require that a candidate give the search consultant access to third parties. The search consultant, the Selection Committee and the Search Advisory Committee will be cautious and sensitive in trying to preserve any prospect's anonymity.

The University does not discriminate on the basis of age, sex, ethnicity, national origin, or physical handicap. People of all ethnicities, nationalities and gender and believe they have what is needed are encouraged to apply.



The Dingman Company, Inc. is a retained executive search firm devoted exclusively to serving our clients in matters of executive selection. We are a generalist firm that has served the business and Christian non-profit/education worlds since 1986.



For further information on this position, please contact:

Bruce Dingman, President

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CORNERSTONE CONFESSION

*Approved by the Cornerstone University Board of Trustees
September 30, 1999*

Cornerstone University affirms a core confession of convictions in common with the creeds of the early church, the confessions of the Reformation and all conservative Evangelical Christians.

1. We believe that the Bible is the Word of God, truth without error, clear and powerful in its message, sufficient for all of our needs, and the final authority for faith and life.
2. We believe in the triune God --- Father, Son and Holy Spirit --- who is holy, loving, good, wise and almighty; who has created all things by his word out of nothing, who sustains, provides for and rules all things, who is our only Redeemer and who will judge all people.
3. We believe that God created men and women in his image and likeness for fellowship with himself and to carry out the creation mandates; that Adam sinned and that by his disobedience the entire race was alienated from God, depraved and totally lost.
4. We believe in the Lord Jesus Christ who added full humanity to his perfect deity, obeyed God perfectly, died for our sins on the cross, rose again to defeat Satan, returned to heaven to pour out the Holy Spirit at Pentecost and to intercede for his people.
5. We believe that the triune God has provided a great salvation for those who repent of their sins and trust Christ and his finished work; that he calls, regenerates, justifies, forgives, adopts, sanctifies, keeps and will glorify them.
6. We believe in the Holy Spirit who has been sent to complete and perfect in us all of the works that Jesus did for us. He convicts of sin, regenerates, sanctifies us, gifts us for ministry and assures us of our salvation.
7. We believe in the personal return of the Lord Jesus Christ, the bodily resurrection and final judgment of the just and the unjust, the everlasting blessedness of the saved and the everlasting, conscious punishment of the lost.

While many fellow Christians affirm the above truths, we affirm them from within the Baptist tradition as developed at the end of the twentieth century and as reflected in the following beliefs.

1. We believe that the church is a new people of God born at Pentecost, distinct from Israel, and manifest in local congregations of baptized believers who are committed to carry out the great commission.

2. We believe that Jesus gave two ordinances to the church, baptism of believers by immersion and the Lord's Supper.
3. We believe in the autonomy of the local congregation, the priesthood of all believers and in leadership by elected pastors and deacons.
4. We believe in the continued expression of the spiritual gifts. The more demonstrative or "sign gifts" such as healing, raising the dead and speaking in tongues were essentially given for the authentication of the apostolic generation and are not normative for today.
5. We believe that Jesus Christ may return at any moment to deliver his people from the coming wrath, defeat the kingdom of Antichrist, and establish His millennial kingdom.
6. We believe that civil government is of divine appointment and that we are responsible to be good citizens. However, should civil government command us to violate God's Word, we must obey God rather than man.
7. We believe in the reality of Satan and his kingdom of darkness, and that our confrontation of Satan demands belief and trust in God and the effective use of Scripture and other resources God has made available to us.

We are an educational institution and would forfeit our mission if we attempted to be a local church or if we failed to interact with the contemporary world.

Therefore;

1. We are committed to do this from a thoroughly biblical worldview in which "The fear of the Lord is the beginning of wisdom."
2. We are responsible to engage the world of education, business, economics, politics, the sciences, the humanities, and everything else that is included in contemporary world cultures.
3. We are responsible to prepare our students to have an effective influence in this wider world. To accomplish these goals it is often necessary for us to listen to and critique people and ideas that are influential in this world and yet may be in significant disagreement with our convictions.
4. On this foundation, we desire to prepare students for a Christian life, ministry and service in the various cultures of the global community.



CORNERSTONE CHRISTIAN WORLDVIEW

Cornerstone University is committed to a Christian worldview that follows the contour of the biblical narrative. The Scriptures open with the story of creation, a historical event that reminds us that this earth is a good place to be. God created a world so impressive that it satisfied His own impeccable standards. “It is good,” He said, “it is very good” (Gen. 1:31).

Because creation is the good work of God, we are not only permitted, but we are encouraged to enjoy it as is. We do not need to stamp Bible verses on the things of creation to make them suitable for Christian consumption. “Everything God created is good,” Paul writes, and “nothing is to be rejected if it is received with thanksgiving...” (1 Tim. 4:4). God is pleased when His children thoroughly enjoy this beautiful world that He has given to them. He wants us to celebrate, even indulge, in its goodness wherever we find it.

But God not only wants us to enjoy this world, He also commands us to take care of it (Gen. 1:28, 2:15). He calls us to participate in his ongoing work of creation, developing responsibly the raw materials of the earth for maximum benefit. This command to create culture gives spiritual significance to every human task. Whether we are preparing a lesson, researching a paper, practicing our scales, or cheering for our team, it all qualifies as obedience to the cultural mandate, and as such should be offered to the Lord with the excellence He deserves (Col. 3:17, 23).

Unfortunately, this opening movement of creation is not the end of the story. We learn from Scripture’s account of the fall that something has gone terribly wrong. This world is not the way it is supposed to be. When Adam chose to reject God’s Word and foolishly live as he pleased, his rebellion contaminated every last corner of creation.

Because of this universal presence of sin, Christians must balance enjoyment of this world with a healthy fear of the evil that lurks there. A video that inspires may also include scenes that sear our conscience. A pleasing melody may carry lyrics that soil the soul. An engaging story might subtly stoke the flames of lust. We must guard our hearts as we live in this sinful age, ready to flee at the first sign of temptation so that we might become holy children of our heavenly Father.

However, though we must run from the world’s temptations we must not run from the world itself. The final movement in the biblical story explains how God so loved our world that He sent his one and only Son to redeem it. Having conquered sin through the life, death, and resurrection of Jesus Christ, God now calls us to join his efforts to root out evil and establish righteousness in every aspect of culture (Col. 1:20). We learn better how to do this when we acquire a Christian liberal arts education.

At Cornerstone University, we believe it is our Christian duty to evaluate every facet of culture from this biblical perspective. We run every discipline through the grid of creation, fall, and



redemption. We ask, “What created goodness is present?”, “What fallen aspects are here?”, and “How might we reclaim this area for the glory of God?”

For instance, our education program prepares future teachers to supplant the secular humanism found in many classrooms with the knowledge and values that come from God; our history department challenges revisionist and relativist views of the past with the biblical view that events have the meaning and purpose assigned to them by God; our kinesiology department inspires graduates to take responsibility for their physical and psychological wellness, not merely for their own personal attractiveness or longevity but as an act of thankful stewardship to the God who created and redeemed them; and our science professors recognize that all creation groans beneath the weight of sin, so rather than accept ecological problems as a normal part of life, they lead the charge to clean up sin’s pollution and care for all of God’s creatures. In these ways and more, Cornerstone University is committed to applying the unchanging principles of the Christian worldview to God’s rapidly changing world.



CORNERSTONE FOUNDATIONAL PRINCIPLES

Biblically Christian – An educational ministry committed to the principles of biblical Christianity, nothing more, and nothing less.

Theologically Conservative – A belief that the Bible is the Word of God in its entirety – inspired, infallible, and inerrant.

Christian Worldview – A Christian philosophy of life and learning forming the basis of the University's approach to the world, history, and culture.

Intentional Spiritual Formation – A vigorous student spiritual formation program encouraging students to develop their understanding of the biblical faith and their desire to serve God.

Committed Christian Personnel – A commitment to attract, retain, and develop personnel who are Christians of character, credentials, competence, commitment, and creativity. These are people who look upon and perform their calling with the highest possible professional standards and a Biblical work ethic. The talent of the personnel is God's greatest blessing upon Cornerstone University.

Quality – An acknowledgement that a holy and perfect Creator God expects quality as a reasonable service unto Him.

Stewardship – A desire to administer resources, financial, human, and physical, with the clearest expression of integrity, accountability, efficiency, and effectiveness. Decisions are a sacred trust before God, students and parents, personnel, friends, and the public.

Higher Education – An effort to challenge, stimulate, stretch, inform, and motivate students to serve, and to consider teaching and learning a two-way street, with professors and students responsible for their academic work as a form of worship unto God.

Leadership – A belief that, for Christians, leadership is not an option but an opportunity, and that leaders with character can provide godly direction in a declining culture with no moral vision for its future.



MISSION AND PURPOSE

“to enable individuals to apply unchanging biblical principles in a rapidly changing world.”

Cornerstone University is a Christian institution of higher learning, seeking to develop students in two primary ways: by building and strengthening a “Christian Worldview,” a biblically sound philosophy of life; and by developing strong “Leadership Skills,” the ability to lead and thus to allow their faith to make a greater impact on the world for Christ.

This desire to create marketplace missionaries applies not only to our undergraduate and graduate students but also to the listeners of our multifaceted radio broadcasting ministry.