



OPPORTUNITY PROFILE

for the position of

PRESIDENT

www.swu.edu

Central, South Carolina

February 2011

OVERVIEW

The person God has for this significant opportunity of service will have the right combination of organizational leadership, Christian faith, academic administrative experience, education, fundraising skills and vision-casting that will enable him/her to pursue the goal of doubling enrollment in the next five to eight years.

THE OPPORTUNITY

There is an incredible opportunity to give leadership to Southern Wesleyan University as it is poised for significant growth in enrollment and revenue. There is a solid faculty, staff and denominational support, in a fairly low cost area which is a highly desirable place to live and work. The retiring President, Dr. David Spittal, has made great strides in expanding Southern Wesleyan University and strengthening its presence within the local community and state-wide during his 17-year tenure. The University is primed for even more significant growth.

While the demands of today's changing environment in higher education are daunting, the right person will see this as an opportunity to bring inspirational, innovative leadership that can cast a vision for the next 10+ years and lead the school to reach those goals. This is an opportunity for someone to leverage the gifting and experience the Lord has given him or her in a most significant manner . . . and will feel called to accept the challenge.

HISTORY

Southern Wesleyan University was originally established in 1906 as the Wesleyan Methodist Bible Institute whose mission was to develop Christian character in its students while providing thorough intellectual training. Now, as a four-year, private, liberal arts University, SWU's structure and name have changed, but the mission—to be a Christian community of learners that recognizes God as the source of all truth and wisdom—has remained.

THE WESLEYAN CHURCH

The Wesleyan Church in the U.S. and Canada has 34 districts, and SWU is connected to the seven districts in the Southeastern United States. The Wesleyan Church has five schools of higher education (Southern Wesleyan University, Oklahoma Wesleyan University, Houghton College, Indiana Wesleyan University, and Bethany Bible College in New Brunswick, Canada), and it is

connected to nine seminaries. SWU currently is receiving \$1.1 million annually in financial support from the denomination.

THE POSITION

The President is the chief executive officer of Southern Wesleyan University and reports to the Board of Trustees. The Board is comprised of 32 trustees, six trustee emeriti, and four ex officio members. Of these, 13 are Wesleyan Church district representatives, five are assigned by the denomination's General Board of Administration, and 15 are at-large representatives. Overall composition of the Board is a combination of ministerial and lay representatives.

The President provides leadership and guidance to the University in order to fulfill its mission. Also, the President represents the University to the regional and national organizations of The Wesleyan Church (www.Wesleyan.org), as well as networking and creating alliances with a much broader range of evangelical organizations. Having existing good relationships with such people and organizations are imperative.

Reporting directly to the President are the Provost/Academic Vice President, Senior Vice President for Finance, Vice President for Development, Vice President for Student Life, and the Vice President for Administration and Program Operations.

PRESIDENTIAL LEADERSHIP CRITERIA

...as written by a joint committee of Trustees, Administrators and Faculty

Southern Wesleyan University seeks a new President who must demonstrate Christ-like character, be a visionary servant leader, promote high standards of scholarship, be humble and persistent in the passionate pursuit of excellence in a Christian community, foster mutual trust and respect all interactions, and bring impeccable integrity and high energy in leading the University.

The President must demonstrate an enthusiastic commitment to and support of The Wesleyan Church and work to understand and strengthen the relationship and role the University plays in the life of The Wesleyan Church.

The principle leadership qualities sought for in our next President are:

Spiritual Leadership

The President must be a born-again believer submitted to the Lordship of Jesus Christ and the sanctifying work of the Holy Spirit. We also expect faithful membership in a local Wesleyan Church, active participation in the University's chapel program, involvement in denominational activities, and personal efforts to connect the University to local congregations and para-church groups. He/she should demonstrate an understanding of, and commitment to, Wesleyan-Arminian theology. The President, as a servant-leader, should be a loving and caring person of faith, grace, patience, self-control, and forgiveness, who believes in the value of all people.

The personal credibility of the President should foster mutual trust and respect among the Christian community of the University. The President should make a personal commitment to value, appreciate, and build a community of Christ-like believers who are pursuing a lifestyle of commitment, learning, service, and stewardship.

Academic Leadership

Among Southern Wesleyan University's several unique features is a long-standing commitment to academic excellence and the Wesleyan tradition. The faculty is intelligent and committed to teaching, the course expectations are rigorous, and the students are diverse and diligent. Some two-thirds of the students are adults and 40% are minorities. The President will need to understand, be wholly devoted to, and inspire a shared vision for the purpose of such an institution. The University's leader should foster the importance of integration of faith and learning, and standards-based assessment practices and their application to liberal arts and professional courses. The President needs to be able to lead the University through successful accreditations in documenting programs, curriculum, faculty, assessment, and students as models of excellence in character, scholarship, and leadership.

The President must be committed to building a strong academic reputation for the University's undergraduate and graduate programs. The President will need to make it a priority to be competent in the key administrative areas of budget, resource acquisition, enrollment management, and student development.

The recruitment and selection of faculty, administrators, and staff who embody the mission of the University should be a priority. The President must respect the role of faculty in academic governance issues to fulfill the mission and attain all of the shared goals for the University.

Community Leadership

Southern Wesleyan University has made a deliberate effort to build and foster relationships within the business, professional, and faith-based communities. The President should develop and retain effective community relationships with the communities in South Carolina, the regional faith community, and The Wesleyan Church. The President is expected to emphasize a Christian culture of fellowship, friendship, and unity throughout the University community. The President should expect high standards and quality performance from all members of the campus community, and actively affirm outstanding achievement through some means of recognition and celebration for those individuals or groups who helped to produce desirable results. The University leader should be an active participant, a model of leadership and intellectual respect, and an ambassador for the University in the greater community.

Strategic Leadership

The President will need to possess or develop the ability to effectively build a leadership team that can guide an institution of higher education such as Southern Wesleyan University. The University leader must demonstrate a passion for the Southern Wesleyan University vision, core values, and mission. The inspiring vision of the University as a leader in Christian higher education must be communicated clearly and with a passion to all constituencies.

The President will need to be a visionary leader with full understanding of strategic and operational planning in fulfilling current commitments and identifying new opportunities to be a world-changer in the community, the state, the nation, and throughout the world. The President must be able to facilitate a shared vision for the future of the University and involve the University community in its development, implementation, and attainment. The ability to engage, empower, and equip the administration, faculty, and staff in shared decision-making and problem-solving is expected.

Southern Wesleyan University places a high value on continued growth in enrollment in its traditional and AGS programs (including the ongoing development of online education). In keeping with that value, the President must show a strong commitment to growth bringing significant experience and capabilities that will be consistent with this as an area of strength.

Resource Development

The President should demonstrate the knowledge of and have substantial prior experience with successfully leading fundraising and acquisition of funding sources from the private sector. The future health and continued growth of the University is dependent upon a combination of fiscal management, efficient operations, cultivation of external resources, and the development of a growing base of donors, including alumni. The President will need to provide leadership and point the direction in resource acquisition and should make a strong commitment to fiscal leadership and have a demonstrated gift for developing high quality and enduring business, foundation, and community relationships.

Denominational Leadership

The important role of the SWU presidents has been recognized and affirmed by The Wesleyan Church. Southern Wesleyan University plays an important role in the Southern Representative Area, in particular, and exerts a powerful influence in The Wesleyan Church around the world. The President of the University has been granted a voice on the General Board of The Wesleyan Church as well as being a voting member of the General Conference and, from time to time, is called upon to fill other leadership or advisory roles in the Church. This is an important function, and the President will need to be committed to being a model of denominational leadership, and an ambassador for Southern Wesleyan University throughout the denomination.

ADDITIONAL PROFESSIONAL AND PERSONAL QUALIFICATIONS

The following additional qualifications are not ranked by priority.

Required qualifications for the position include:

- ◆ A sense of “call” to this position and a heart for students.
- ◆ An appropriate academic terminal degree.
- ◆ Demonstrated leadership role in the growth of enrollment and/or fundraising revenues in higher education.
- ◆ An unquestioned integrity and courage.
- ◆ A proven track record as an effective organizational leader.
- ◆ A willingness to take on tough tasks or to make decisions that may not be well received; willing to challenge the *status quo*; encourages creativity and innovation.

- ◆ A strategic thinker and a visionary; sees where Christian education, the Church and society are going in the 21st century.
- ◆ A faith that “spills over” to others in the Wesleyan faith and beyond to the broader evangelical and Christian worlds.
- ◆ A passion for people to know Jesus Christ as their Lord and Savior; knows that a strong prayer life is foundational to one’s spiritual walk, and is an example and sponsor of such.
- ◆ A Christian character that models healthy family relationships.
- ◆ A willingness to make a long-term commitment to the University (10+ years, subject to satisfactory performance, and at the discretion of the Board).

Desired qualifications for the position include:

- ◆ Academic administrative and/or graduate teaching experience.
- ◆ A bridge builder; creates an atmosphere of trust; willingly faces conflict when needed and is adept at finding win-win solutions.
- ◆ An ability to develop strong, genuine relations with Board members, faculty, staff, students, *et al.*
- ◆ An understanding of organizational structure that effectively functions relationally and operationally, while having the acumen for running the organization.
- ◆ An intuition to put the right person in the right position and the ability to deal sensitively without delay in moving someone out of an ineffective position.
- ◆ A high level of self-confidence while also demonstrating humility and strength.
- ◆ A collaborative leadership style; viewed as the chief among equals.
- ◆ A transparency in living an exemplary life; knows when to keep a confidence.
- ◆ 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.”
- ◆ An active Christian who is ready to “share the hope that is within” as opportunities arise.
- ◆ A respect for cross-cultural and ethnic differences and a personal understanding of cross-cultural ministry; someone who has a global perspective. A “world” Christian (understands education, missions, culture and politics in other parts of the world).

- ◆ A familiarity with undergraduate and graduate programs and the accreditation process.
- ◆ An excellent educational philosophy; is comfortable in the learning environment and understands 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 is going and how that affects the University's short- and long-term strategies.
- ◆ A high value of scholarship, balancing the academic and practical, the innovative, and the culturally relevant.
- ◆ An effective educator . . . educates the Board, faculty, administrators, staff, students, donors, and other constituents.
- ◆ A compelling and interesting communicator in large and small groups and with individuals.
- ◆ A commitment to diversity and inclusiveness in faculty, students and staff.
- ◆ Skilled in people leadership (develops *esprit de corps*; a good team leader, open, and transparent).
- ◆ The ability to multi-task and handle a multi-campus leadership role.
- ◆ A progressive and learning nature; embraces the potential of technology.
- ◆ A strong work ethic, balanced with the needs of a spiritual walk, family, and personal relaxation.
- ◆ A good steward; gives at least a tithe to the Lord.
- ◆ An entrepreneur; knows how to develop something then makes 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 is ideal beyond human expectation, this document is a guide and includes input from various constituencies and stakeholders. The Search Committee will remain open to the leading of the Holy Spirit as prospects are revealed and considered.

QUICK FACTS ABOUT SWU

- ◆ The majority of the 677 traditional undergraduate students are from South Carolina and North Carolina. Students also hail from 25 other states and nine foreign countries. Twenty percent are minority students; 44 percent are male and 56 percent are female. SWU admits students on an "open enrollment" basis (they do not have to be Christian), but the majority would say they are "born again." Less than half are Wesleyan; a demographic that has changed over the past twenty years (the majority are Baptist).

- ◆ The AGS (Adult & Graduate Studies) division offers associate, bachelor or master degree programs—both on the main campus and at learning centers in Charleston, Columbia, Greenville, and North Augusta (classes are also held at Greenwood and Spartanburg). Presently, about 780 full-time undergraduate and 430 graduate students are enrolled in AGS, although that program has had as many as 2,500 enrolled. There are almost 200 adjunct professors . . . all professing believers.) Currently, there are a limited number of on-line courses being offered and additional courses have an on-line component. The University is implementing a strategic initiative to address the increased demand by students for on-line courses; the anticipated launch date is Fall 2011.
- ◆ There are 1,883 FTE students (Fall 2010).
- ◆ SWU offers 35 undergraduate majors within the School of Education, School of Business, and the College of Arts and Sciences. Science is a particularly strong department; SWU's pre-med students have an excellent rate of admittance to medical schools.
- ◆ Southern Wesleyan University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate, baccalaureate and master degrees.
- ◆ Education programs are approved by the South Carolina State Board of Education and accredited by NCATE (National Council for Accreditation of Teacher Education). The Fine Arts programs are accredited by NASM (National Association of Schools of Music).
- ◆ Of the 58 full-time faculty, 71% have a doctorate, 14% are tenured, and 64% are tenure-track. The international faculty represents Cameroon, South Korea, China, and Canada. Other faculty members have worked overseas in countries such as the Philippines, Ukraine, Zambia, England, and Australia.
- ◆ Graduate degrees offered include: Master of Education, Master of Science in Management, Master of Business Administration, and Master of Ministry. Study programs available include locations such as Martha's Vineyard, MA; Washington, DC; Hollywood, CA; Australia; Costa Rica; England; Russia; Egypt; and Uganda. There is also an Honors program.
- ◆ Freshmen have an average SAT of 989 (Critical Reading and Math). A third of the freshman class was ranked in the top 25 percent of their high school graduating class and 75 percent were in the top half of their high school class.
- ◆ SWU Warriors compete in the Southern States Athletic Conference (Division I, NAIA) and the National Christian College Athletic Association (NCCAA). Men's teams include baseball, basketball, cross-country, golf, and soccer. Women's teams include basketball, cross-country, softball, volleyball, and soccer. Twenty-five percent of the

- undergraduate students are involved in athletics.
- ◆ Student-Faculty ratio (for traditional students) is 14:1 with an average class size of 17. Personal interaction between students and faculty (plus staff) is so strong that it creates a tight-knit, family atmosphere.
 - ◆ During Dr. Spittal's tenure (1994-2011), the campus grew from 60 to 350 acres and seven building projects were completed.
 - ◆ Cost for a full-time boarding student is approximately \$26,700 for the year. Excellent food service is provided on campus through Aramark.
 - ◆ The SWU 2010 revenue was \$28.6 million; financial aid was at \$4.9 million; there is about \$11 million in debt (bonds); fundraising averages \$350,000 per year (there is around \$2.7 million in endowments); there are appropriate reserves, and the University has maintained a balanced budget for the last 15 years.
 - ◆ Spiritual formation is an essential and central part of life at SWU. Opportunities to walk closer to God include bi-weekly chapel services, discipleship groups, Spiritual Emphasis Week, Missions Conference, Ignite (student athletes), Student Missions Fellowship, and a host of student-sponsored groups and events.
 - ◆ Seventy-one percent of first-year students and 55% of all students live on campus in traditional "dorm-style" residence halls, two-bedroom suites with private baths, and campus town-house apartments. All residence rooms include internet access, cable TV, and personal phone lines. Each residence hall is supervised by a professional residence life coordinator and a team of student resident assistants. Campus life programs include intramural sports, weekly student-sponsored social events, service projects, ministry opportunities, concerts, plays, and lecture series.
 - ◆ Campus facilities are generally in excellent condition with relatively little deferred maintenance. Except for the future need for a larger athletic/wellness center complex, capacity is sufficient to handle an on-campus student population of 1,200.

SWU MISSION STATEMENT

To help men and women become all God intends them to be through an excellent learning experience that promotes intellectual inquiry, fosters spiritual growth and maturity, equips for service, and mobilizes leaders whose lives transform their world through faith, knowledge, love and hope as they serve Jesus Christ and others.

The success of the mission of the University will be measured ultimately in the lives of the alumni who grow in faith, knowledge, love and hope as they serve God and others.

SWU VISION STATEMENT

Southern Wesleyan University aspires to be a Christ-centered institution of such character that it will be recognized regionally, nationally, and internationally for the quality and value of our educational programs.

CORE VALUES

Spiritual Life at SWU encompasses three core values:

Scriptural Authority: We believe the Bible is God's inspiration and the final authority for our lives, our faith, and our instruction.

Salvation: We believe in the transforming power of Jesus Christ and that He is the only way to salvation. We also believe it is our responsibility to share our faith actively, challenging others to make a decision for Christ.

Holiness: We believe in the power of the Holy Spirit to cleanse, empower, and set apart those who seek Him

PURPOSE

Southern Wesleyan is a comprehensive University with both undergraduate and graduate programs dedicated to the concept that God is the source of all truth and wisdom. Its purpose is to create an atmosphere in which members of the University community work together toward wholeness through the integration of personal faith, intellectual pursuits, and practical living. The University seeks to meet the needs of students with various abilities and backgrounds, enabling them to realize their personal and professional educational goals.

LOCAL INFORMATION

Central, South Carolina offers the friendliness of a small town with a downtown area full of shops and restaurants. Boasting homes and public buildings listed on the National Register of Historic Places and as sites on the South Carolina Heritage Corridor, the town's rich history is apparent—from the original storefronts and Victorian architecture to the antique shops along Main Street.

Yet this small town is not remote for Clemson University is just six miles away, the city of Greenville is 30 miles, and 130 miles away is Charlotte to the northeast and Atlanta to the southwest. The area, within South Carolina referred to as “upstate,” has a moderate change of seasons and has become a favorite area for many in which to retire.

SWU’s location gives easy access to mountain biking trails and horseback riding. Plus, Lake Hartwell and Table Rock, Devil's Fork, and Jones Gap State Parks are nearby. There's also hiking in the spectacular Jocassee Gorges and Blue Ridge Mountains, which are only a short drive away. Whitewater rafting on the Chattooga River is only 40 miles away.

THE SEARCH AND SELECTION PROCESS

The Search Committee, made up of representatives from the Board of Trustees, faculty and staff (several of whom are also alumni), will select the person who will be recommended to the Board of Trustees for selection. The committee is assisted by 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 (Asbury Seminary, Oral Roberts University, John Brown University, Covenant College, Tyndale University College and Seminary, etc.).

Mr. Dingman spent two days on campus meeting with many administrators, faculty, staff, students and alumni who provided their insights regarding what they wanted him to know about Southern Wesleyan University, what they wanted to see in the next President. Mr. Dingman shared with these groups the search/selection process and also asked for suggestions of potential candidates.

With a collaborative document created by faculty and trustees, input from the Search Committee and information from the on-campus meetings, this document was created and edited by the committee and is being sent out to many people who might either be potential candidates or who might suggest potential candidates. Since hundreds of people are being contacted using this opportunity profile through advertisements in selected periodicals and suggestions by individuals, many people will be considered. The search firm will initially establish whether the person has an interest in the position and then conduct telephone interviews.

The anticipated search process for those holding strong promise will include the candidate’s submission of a detailed curriculum vita and his/her responses to a Candidate’s Questionnaire. The search consultant will then conduct personal

interviews. The next step will include checking candidates' references, verifying degrees, and completing a background check.

In collaboration with the Search Committee, the list of candidates will be narrowed to probably four individuals who will then be interviewed comprehensively off-campus by the Search Committee. Maintaining confidentiality will be an important part of the process.

The preferred candidate and spouse will then be interviewed by the Board of Trustees. Next, assuming confidentiality allows, the preferred candidate and spouse will be invited to Southern Wesleyan to get acquainted with all campus constituencies.

Any questions or concerns about the candidate will be provided to the Board Chair.

Assuming that results are positive, the Board Chair will extend an offer to the candidate. The Search Committee's targeted timeline for the Board of Trustees' interview is May, with a hire date of July 1, 2011. The search process will continue until the right person is selected.



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 world nationwide since 1979. While most of our assignments are in the corporate sector, due to our Christian faith, we also serve many non-profit organizations in the Christian community.



Our client is committed to a process that represents equal opportunity employment and does not discriminate in any way based on gender, race, age, color, national origin, veteran status, medical condition, or physical or mental disability. However, for searches on behalf of religious organizations, candidates will be evaluated based on that organization's theological beliefs and religious practices.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our client, without their prior consent, nor will reference contacts generally be made until mutual interest has been established.

Reference checking will require that a candidate give the recruiter access to third parties. The recruiter and the Search Committee will be cautious and sensitive in trying to preserve any candidate's anonymity.



For further information on this position, please contact:

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**STATEMENT OF FAITH AND EDUCATIONAL MISSION
SOUTHERN WESLEYAN UNIVERSITY**

Founded in 1906, Southern Wesleyan University is a four-year, coeducational University of the liberal arts, sciences, and professions with more than 1,800 students, over 200 faculty and staff members, and over 14,000 alumni. She is dedicated to helping her students attain an integrated Christian personality and life which is characterized by wholeness. Thus, the administration, staff, and faculty maintain a personal interest in the spiritual, intellectual, and social growth of each student. The University is closely affiliated with The Wesleyan Church.

Southern Wesleyan University is thoroughly committed to evangelical Christian doctrine and standards of conduct. Accepting the fundamentals of the Christian faith, it stands unequivocally for:

1. The inspiration of the Old and New Testaments
2. The deity of the Christ
3. The need and efficacy of the atonement
4. The new birth as a divine work wrought in the repentant heart by the Holy Spirit
5. The need and glorious possibility of the born-again Christian being so cleansed from sin and filled with the love of God by the Holy Spirit that he can and should live a life of victory over sin, and
6. The personal return of the Lord Jesus Christ.

This way of life maintains that fellowship with God through Jesus Christ is the strongest impetus toward a person's self-fulfillment.

Southern Wesleyan University recognizes the value of diversity in the expression of the Christian faith. Faculty and staff members are expected to serve as models of developing Christian scholars. They accept the orthodox faith as expressed in The Apostles' Creed, give witness to salvation through Jesus Christ, evidence growth in Christ and a willingness to share Him with others, and associate regularly for worship, study, and fellowship with a group of Christian believers.

Socially, Southern Wesleyan University represents a community in which individual behavior is guided by the standards of personal health, moral integrity, social consequences, and the effectiveness of the Christian witness. For one or more of these reasons, the University does not permit students nor employees to use tobacco or alcoholic beverages, engage in illegal acts (such as those involving drugs or gambling), or participate in activities that disrupt the educational process of the University.