

# **OPPORTUNITY PROFILE**

*for the position of President*

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**VANGUARD UNIVERSITY**  
COSTA MESA, CALIFORNIA

**APRIL 2013**





### VANGUARD UNIVERSITY

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## About

Vanguard University (VU) is a regionally ranked, private, Christian university of liberal arts and professional studies owned by the Southern California District of the Assemblies of God. Located ten minutes from Newport Beach and an hour from Los Angeles, Vanguard equips students for a Spirit-empowered life of Christ-centered leadership and service. Vanguard is committed to academic excellence, boasting small class sizes that are designed to cultivate lasting professor-mentor relationships that enhance the learning process. Ranked annually by *U.S. News & World Report* as one of the top 10 colleges in the west since 2010, Accredited by the Western Association of Schools and Colleges (WASC), Vanguard offers more than 30 degrees and certificates through its undergraduate, graduate, and professional studies programs.

## History

The vision that guides the VU community is rooted in the University's heritage as an institution of the Pentecostal tradition, which was birthed out of the Azusa Street Revival in Los Angeles, California, at the turn of the twentieth century. From its inception, the movement generated a multicultural, multiracial, and gender-inclusive community of Spirit-empowered Christian believers who were committed to peacemaking and reconciliation. With global consciousness, these foremothers and forefathers of a renewed Christian faith carried the good news of the gospel around the world.

Vanguard is deeply grounded in the faith tradition that brought the University into existence, one that embodies a strong commitment to cultural diversity, racial reconciliation, and gender equality. This faith tradition continues to define the institutional vision that pulls the VU community forward toward its mission and educational targets and goals. Within this Christian context of inclusiveness, the University aims to provide a quality educational experience by cultivating the Spirit-empowered life in Christian experience and service; promoting academic excellence that integrates faith and life; and providing professor-mentors in a dynamic community environment.

## Mission

We exist to honor God and serve others by equipping each student for a Spirit-empowered life of Christ-centered leadership and service.

## Core Values

Our Deepest Shared Convictions:

**TRUTH:** We pursue truth by knowing Christ who is Truth.

**VIRTUE:** We honor God by committing ourselves to the person and model of Jesus Christ.

**SERVICE:** We develop our talents to their potential and discern God's purpose for our lives.

## Strategies

Our Unique Contribution to Higher Education:

- Cultivating the Spirit-empowered life in Christian experience and service
- Promoting academic excellence that integrates faith and life
- Providing professor-mentors in a dynamic community environment

## Mission Measures

Our Measure of Success:

- Spiritual Vitality
- Academic Excellence
- Institutional Health

### SPECIAL PROGRAMS

**The Yellow Ribbon GI Education Enhancement Program** is a provision of the Post-9/11 Veterans Education Assistance Act of 2008. The program provides for an agreement between Vanguard University and the Veterans Administration (VA) to award scholarships to qualified students to fund tuition and fees that exceed benefits available under the Post-9/11 GI Bill (Chapter 33). Under the agreement the VA will match Vanguard University's scholarship contribution.

**The Global Center for Women & Justice** at Vanguard University is a faith-based organization that exists to advance the global status of women through research, education, advocacy, collaboration and hope. It promotes gender reconciliation and the inherent dignity of all persons.





## PROFESSIONAL AND PERSONAL QUALIFICATIONS

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### Vision and Governance

The president will possess a clear understanding of Vanguard's mission, values, strategies and measurements, and be able to formulate an effective plan for success. He/she will also collaborate with trustees and faculty to advance these initiatives. In advancing the vision for the University and developing support and engagement among a variety of constituents, the president should look forward while also honoring the University's heritage and past generations of alumni and supporters. He/she should create and sustain a culture of transparency, accountability, and shared governance.

### Leadership

#### *Spiritual*

- The president must be actively living a Spirit empowered-life of Christ-centered leadership.
- The president must be committed to fostering an environment that integrates faith and learning.
- The president must be an advocate of Pentecostal distinctives in the academic environment.
- The president must serve as an active participant in the community and the church, a model of Christianity and citizenship, an advocate for the University's core values, and a passionate proponent of student success.
- The president must be faithful to Pentecostal doctrine and practice as expressed by the Assemblies of God.
- The president must be credentialed or be willing and eligible to be credentialed with the General Council of the Assemblies of God, be or have been actively engaged in the ministries of a local AG church, and be committed to the values of the denomination as they relate to the identity, vitality and growth of the University.

#### *Visionary*

- The president must demonstrate a thorough understanding of the requirements for effective vision casting such that it engages individuals and the organization as a whole to build a shared vision, resolve complex problems or obstacles, and facilitate change to move forward in a dynamic environment and economy.
- The president must be missional, service-focused, and think globally.

#### *Academic*

- The president will empower and support the faculty in teaching, scholarship, public service, and professional development.
- The president will have significant knowledge of, personal connection to, and profound respect for the vocation and the work of faculty and their partnership with students in the academic and scholarly process.
- The president will promote academics and facilitate scholarship and research for both faculty and students.
- The president will serve as a strong advocate and spokesperson for Christian higher education and the impact that Vanguard University can have on the community, the region and society.
- The president should possess academic credentials sufficient to engender the respect from the academy and the community at large. It is preferred that the successful candidate have a terminal degree and the educational background to demonstrate a commitment to academic excellence including outstanding teaching, scholarship, and service.

#### *Institutional*

- The president should have significant leadership experience leading an organization as complex and diverse as a university.
- The president will have demonstrated the ability to recruit, develop, and retain excellent administrators, delegating requisite authority to them and providing a climate in which they can function effectively.
- The president will communicate openly and respectfully with each of the University's constituencies - students, faculty, alumni, administration, staff, the surrounding communities, the Board of Trustees, and the Foundation Board - to clarify issues and, as appropriate, explain reasoning behind decisions, and be willing to confront difficult choices through thoughtful, fair, courageous, compassionate, and objective decision-making.
- The president must be committed to serving for an extended period of time.





## OPPORTUNITY PROFILE

*for the position of President*

### *Servant*

- The president must be committed to servant leadership, and building relationships based upon trust.
- The president will demonstrate his/her commitment to the co-curricular experience, to maintain and enhance the quality of student life, and to strengthen the delivery of service to students.
- The president will maintain a high degree of visibility and accessibility on campus with students, faculty and staff.

### Advancement and Financial

- The president will lead the advancement cause and be accountable for attracting financial resources for the University both now and in the future.
- The president will demonstrate the ability to generate, manage and sustain the fiscal viability of the University both now and in the future.
- The president will lead in the development of positive relationships with alumni and donors.
- The president should have proven experience in raising funds from individual donors, private and non-profit sources, government, corporations and foundations.
- Vision casting that causes a contagious enthusiasm needs to be part of the president's personality or style, as well as being able to do "the ask."

### Cultural Competence

The president will be committed to cultural diversity, racial reconciliation and gender equality in thought and action. He/she should also have a working knowledge of the four components of cultural competence: awareness of one's own cultural worldview, attitudes toward cultural differences, knowledge of different cultural practices and worldviews, and cross-cultural skills. This will include having a deep-seated commitment to social transformation.

### Ethics and Integrity

The president must be a person of integrity, reflecting the character of God, setting an example of faith, honesty and trust-worthiness without compromise. He/she must be committed to demonstrating the highest standards of ethics and integrity to enhance the quality of life for students, faculty, and staff. He/she will accomplish this through the development of policies and programs that promote compliance with applicable laws and regulations and that assure equal access and equal opportunity for all University members.



## EVALUATION OF CANDIDATE SKILLS

Methods of evaluation include:

- Experience – the candidate should possess experience as an educator and a senior level manager in higher education and/or related industries.
- Testimonials – personal and professional references from those who are familiar with the candidate that address the candidate's past experience, knowledge, skills and abilities.
- Life balance – An understanding of the activities the candidate engages in outside of work that completes the candidate.





### DESIRED CHARACTERISTICS

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#### Christ-likeness

The president must be a follower of Christ with a recognizable depth of maturity as affirmed by colleagues and associates over a significant time and in a variety of settings. He/she must possess a humble spirit, a pastor's heart, be worthy of respect, be faithful to the Lord and to His word, and "ever ready to tell of the hope that is within." He/she must be a deeply spiritual and prayerful person, Christ-centered in word and deed.

#### Communicator

The president must be an excellent communicator through verbal and written channels. All communications should reflect a passion for the University's mission in a way that is meaningful and impactful to all constituencies. He/she will practice the ability to listen, collaborate, and give consideration to competing arguments before making decisions affecting Vanguard University.

#### Mentor/Educator

- The president will foster an environment of lifelong learning to students, staff and faculty.
- The president is a true scholar who genuinely enjoys learning, teaching and mentoring others.
- The president humbly and expertly imparts and applies knowledge on a regular basis.

#### Ambassador

- The president will seek to strengthen the University's commitment to partnership and collaboration with other higher education institutions, academic associations, local school districts, governmental agencies, businesses in the surrounding region, local churches and other organizations to enhance service and Christian ministry.
- The president will maintain a high level of visibility as an ambassador for the University in various settings outside of the campus as well as involvement with student life through attendance at student cultural, athletic and social events.

- The president will demonstrate an understanding of the spiritual, economic, technological, and political challenges facing higher education and oversee the development of a responsive strategic agenda to position the University to successfully address its challenges.

#### Other Desired Attributes

- Values developing "buy-in" by appropriate parties yet is decisive and has the courage to make wise decisions with or without agreement by everyone.
- Is strategic and tactical, but readily delegates the tactical to capable people.
- Practices "leadership by walking around": knowing that students, faculty and staff need a personal touch from the leader. Is strong on multi-tasking and reprioritizing as needed to stay focused on what is most important.
- Has a track record for bringing organizational growth; in education that would include enrollment, faculty/staff recruiting, fund raising and creating alliances.
- Recruits and hires well, attracting and keeping excellent people.
- Gets the results from high energy even if appearing laid-back.
- May work long hours yet maintains a life style balance that includes sufficient time with God, spouse, family and refreshment.
- Is a lifelong learner, always wanting to grow in knowledge and encouraging others to do likewise.
- Is a bridge-builder, developing or improving relationships and alliances.
- Engenders a sense of community and collegiality; is "comfortable" to be with.





## OPPORTUNITY PROFILE

*for the position of President*

### OPPORTUNITIES

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- To continue to lead Vanguard to the next level of financial, academic, and institutional growth.
- To support advancement activities to grow the endowment so that Vanguard's programs and initiatives can be leveraged to benefit students and other stakeholders academically, spiritually, and financially.
- To continue to build Vanguard's brand equity so that Vanguard is known as one of the best universities of Christian, higher education in the nation.

### FACTS

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The following are the figures for fall 2012, and where data is available, noted is the comparative change from fall 2009 when Dr. Taylor became the president:

- Total enrollment 2,309; (1,454 traditional undergraduate, 481 professional studies, 268 graduate, 96 early childhood certificate); up 21% for degree seeking students
- Female students 65%; Male students 35%
- Two-thirds of undergraduate students are in residence
- SAT scores 980
- Undergraduate majors 21; top six majors are: Business, Psychology, Communications, Kinesiology, Liberal Studies, and Religion
- Professional studies degrees: Business, Psychology, Nursing, Religion, and Early Childhood Development
- Graduate degrees: Clinical Psychology, Nursing, Religion, and Education
- Assemblies of God traditional undergraduate students 17%
- Freshmen retention 77%; up 4%
- Tuition and fees, total annual cost \$42,033, up 9%
- Revenue from tuition and fees 87%; down 1 %
- DOE ratio 1.74; up 74%
- FT faculty 67 (up 7%); PT faculty 186, up 39%
- FT faculty with terminal degrees 88%; up 7%
- FT faculty 52% men, 48% women; 76% Caucasian, down 14%
- Percent of undergraduate courses taught by resident faculty 60%; down 7%
- Endowment \$3.1 million, up 14%
- Annual budget: revenue \$45 million
- Annual fund raising \$2.6 million
- Salary improvement for faculty up 11%
- Salary improvement for staff up 5%

A solid senior leadership team, all new to their roles since Dr. Taylor arrived, reports directly to the president.

### LOCATION

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Costa Mesa is contiguous with Newport Beach, Irvine, Santa Ana, Fountain Valley, and Huntington Beach, all great places to live if one likes ideal weather, the ocean, and activities like mega-churches (Saddleback and Mariners), professional sports (Angels, Ducks, Lakers), theme parks (Disneyland and Knotts Berry Farm), and the arts. A fun place to live, but the cost of housing is high. The economy is strong, and the market potential for Vanguard's growth is very high.

While Vanguard is the only Assemblies of God liberal arts university in California, other evangelical universities/colleges within Southern California in the competitive set include Biola University, Westmont College, Concordia University, Point Loma University, California Baptist University and Azusa Pacific University.





## OPPORTUNITY PROFILE

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### THE SEARCH AND SELECTION PROCESS

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After careful consideration of the presidential qualifications, any interested person is invited to contact Bruce Dingman at [Bruce@Dingman.com](mailto:Bruce@Dingman.com) to personally apply or to suggest someone else.

Mr. Dingman will respond to gather information (a C.V. and a response to a questionnaire) and for persons showing strong promise, he will interview the prospective candidate and spouse (if applicable).

The Search Committee will select a short list of candidates who will likely be interviewed in early July. If one of the candidates is believed to be the person God has prepared for this role this person will be presented to the Board of Trustees for their approval and selection.

The president elect will serve with full campus authority beginning potentially as early as August 2013.

The whole process has an emphasis of confidentiality. Utmost care will be taken during the search and selection process to preserve candidate confidentiality.

The entire process is to be bathed in prayer with both a campus-wide prayer effort and a commitment by the members of the Search Committee to prayer and fasting. We want God proactively involved in this process.

All candidates will go through the same vetting process.

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The University does not discriminate on the basis of age, sex, ethnicity, national origin, or physical handicap. People of all ethnicities, nationalities and gender are encouraged to apply. As an Assemblies of God university, all applicants will have membership with the Assemblies of God. All people believing they have the qualifications are encouraged to apply.

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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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