



PRESIDENTIAL SEARCH AMERICAN UNIVERSITY OF NIGERIA

THE LEADERSHIP OPPORTUNITY

American University of Nigeria (AUN) Board of Trustees announces an international search for an accomplished academic leader who will serve as the University's next President. The University was developed in response to the demand for high quality, American-style education in Nigeria. AUN, located in Yola, was conceived in 2003, chartered in 2004, and is West Africa's (and the region's) first private, not-for-profit American-style university—western in character but distinctively Nigerian—with high aspirations for quality and international recognition for academic excellence. American University of Nigeria was created in consultation with and assistance provided by American University, Washington, DC, an institution with an international reputation for excellence. Today, with 1300 students and over 90 faculty members, the University has achieved significant enrollment growth and academic distinction.

It is anticipated that the new President will assume office by January 1, 2010 or soon thereafter. This document aims to provide potential candidates with information about the position, the institution and its context, and the process for submitting applications or nominations.

The Presidency

AUN was established to be an American-style comprehensive university of very high quality. The University *needs and expects* a President who has worked extensively within an American college/university setting. The President will report directly to the Board of Trustees and have a broad charter within that office's usual responsibilities. Although there are existing policies and procedures, much refinement is needed, new policies and procedures need to be established, searches to be staffed; development activities to be planned; and budgets, plans, facilities, and goal statements to be monitored. The University intends to pursue U.S. institutional and programmatic accreditation in the next few years, which implies familiarity with that process and its requirements, including outcomes assessment. The President, in close alignment with the VPAA, will oversee a broad spectrum of activities including the three schools, plus student affairs, admissions, registrar, library, faculty development, and the like. The terms, "jack of all trades" and "chief of staff" capture dynamics of the post.

The *opportunities* in the position are high—with other senior staff, to shape a major university almost from scratch, to enact best practices before the usual obstacles are in place, and, most importantly, to help create an institution whose potential to transform lives and a society is great. There is also an opportunity to mentor a new breed of Nigerian administrators who will take this university into the future. For the successful appointee, this post is an opportunity to give life to one's beliefs about the power of education.

The *challenges* that will face the new President are just as high. Unless one has worked in the country before, the bureaucracy, work rhythms, business and religious customs, and educational expectations of Nigeria will need to be learned. Chronic problems with electricity, clean drinking water, and health related diseases are day-to-day-realities. Nigeria is a socially, culturally, and politically complex country. It is undergoing rapid and fundamental change, but history exerts strong influence on institutions and relationships. The University is trying to develop graduates who possess the kind of broad-based post-secondary education necessary for the development and leadership of a healthy civil society. Nonetheless, long-standing cultural and political traditions are at odds with some of the basic requirements for a successful U.S.-modeled institution in Nigeria.

The foregoing realities will produce divergent and often contradictory views and expectations of the University, its educational programs, and operational systems. Effective leadership of the University will thus require an understanding of the importance of contextual factors to the University's success and a willingness to become informed about the institution's external environment. Only then can the University's mission, programs, and operations be effectively communicated to its many constituencies and its potential influence effectively exercised.

The Board of Trustees is well aware of both the promise and the challenges facing the leadership the University now seeks. All parties are committed to help the new President and Vice President for Academic Affairs succeed, for their success will mean fulfillment of the promise of American University of Nigeria.

KEY OPPORTUNITIES AND CHALLENGES FOR THE NEW PRESIDENT

The next President of AUN will have an extraordinary opportunity to influence the future direction of this young, distinctive institution as it moves aggressively toward its fifth year of service to Nigeria and West Africa. The President serves as the University's *Chief Executive Officer*, providing vibrant and creative leadership in the areas of vision and planning, budget and management, and external resource development. The major agenda for the new President will revolve around the following opportunities and challenges:

- **Strategic Planning**

Understanding that the University's mission is to educate future leaders of Nigeria and West Africa, the new President will be asked to further articulate a clear vision for implementing this mission. One of the President's immediate tasks will be to initiate the development of the University's *first* strategic plan. This will require identifying resources and establishing priorities to support academic programs and faculty and staff development. Since the academic program will be the focus of this planning effort, the new President must play a leading role in planning as well as implementing and assessing the success of the plan.

It will be important for planning to be participatory in nature featuring a clearly defined policy and decision-making structure that is transparent to the entire university community. Effective planning outcomes will require the active participation, understanding and wholehearted support of faculty and staff. The President and VPAA's leadership will be vital in this regard.

Drawing from wide consultation within as well as outside the university including its Board of Trustees, the new President must articulate an up-to-date vision for the University clearly. Setting a clear direction for AUN will also result in raising further the profile of the University regionally and internationally.

- **Financial Management and Resource Development**

Financial Oversight: It is incumbent upon the new President to institute first-rate fiscal management practices. The President and Board will work to ensure that the budget process and institutional plan are closely aligned and to fulfill institutional priorities. Strengthening core components of AUN's academic program (e.g., expanding the student body, increasing faculty size and improving salaries, encouraging research activities, expanding the physical plant, increasing student scholarships) will place a strain on current resources. Seeking, securing, and developing new revenue streams in support of current programs and new initiatives will be essential. The institutional leadership and Board of Trustees will be key partners in this task.

Enhancing the Resource Base: New program ideas will lead to the need for new resources. Enhancing existing programs and initiating new ones will require a passionate voice to continue to cultivate existing funding relationships and to find new sources of philanthropic support. The President's ability to present a compelling case for AUN on a Nigerian stage as well as internationally will be critically important in raising and sustaining both friends and funds, and conveying a dramatic message about the transformation of student lives through the educational programs of AUN.

- **Strengthening the Current Academic Program**

Strengthen Programs: The University already possesses a strong undergraduate academic program widely recognized within Nigeria and West Africa. The University, must however, continue to solidify and strengthen the existing programs, seek to grow and enhance the undergraduate programs, and begin to build a significant graduate curriculum over the next few years.

Faculty Recruitment and Retention: Currently the majority of the faculty members hold terminal degrees from American universities. However, the ongoing recruitment of high caliber faculty is challenging given the complicated political and economic situation in Nigeria. The need for a larger contingent of faculty as the University grows will require an even more savvy and sophisticated recruitment plan. The President must provide effective leadership in collaboration with the VPAA, deans, and department chairs to ensure that AUN continues to attract and retain well-qualified faculty.

Strengthen Academic Governance: At its inception, the University established a system of shared governance involving faculty, staff, and students, including a Faculty Senate. The administration and faculty remain strongly committed to such a model. After five years of remarkable growth and the introduction of a new University leadership team, AUN Trustees will look to the new President to review both the function and structure of existing governance protocols to determine what modifications may be required to strengthen the system.

- **Fostering Community Trust**

Integrate Stakeholders: AUN is a caring residential community that aspires to operate in an environment of unrestricted inquiry, academic freedom, and open exchange. A concerted effort to improve communication among the senior administration, faculty, staff, student body, and greater university community, as well as to instill a spirit of teamwork, information-sharing, mutual respect and trust are essential components of a successful presidency. The President should encourage such an environment by promoting a continuous flow of information throughout the campus community by establishing participation and transparency in decision-making, by welcoming multiple viewpoints, and by recognizing and supporting University members at all levels and from the community, the country, the continent, and the world.

Lead the Campus through Dialogue toward Consensus: The President must engage the community in discussions of the academic mission and program, encourage the setting and achievement of high standards, and serve as an external interpreter and enthusiastic spokesperson for the University, its program, and its academic mission. Since planning discussions thrive in a participatory environment, clearly defined policy and decision-making structures are critical. The President will build

community consciousness through campus-wide planning activities thereby encouraging the understanding and support of faculty and staff in future University initiatives.

- **Support and Strengthen the Work of the Board**

Draft an Agenda for Further Board Development: AUN's 19-member international Board of Trustees comprised of education and business leaders, serves to guide the University's overall policy development. Meeting three times annually and additionally as needed, the Board has demonstrated its commitment to AUN by meeting its fiduciary goals and oversight functions under complex political, economic and social conditions. The President can further strengthen the Board's performance through a structured annual agenda and work plan, an expanded intentional recruitment plan for additional trustees, and by greater attention to "best governing board practices."

Engage the Board in Policy Making, Planning and Resource Development: The Board will look to the new President to develop a clear vision for the University, continue to refine the institution's strategic direction, ensure that the administration and faculty are involved in sound planning activities, and assess the quality of those results. To support the Board of Trustees in making appropriate strategic and policy decisions the President should keep them fully engaged and connected to the institution by providing periodic reports that monitor the institution's progress toward established goals. Well-informed Board members speaking persuasively about the institution's mission, vision, and strategic plan have proven to be more effective fundraisers. The President and the development staff should foster partnerships with board members to expand connections with alumni, manage current funders, cultivate new donors, and inspire others to support the institution.

- **Facilities and Infrastructure**

While the buildings on the AUN campus are numerous and aesthetically pleasing, the unexpectedly rapid growth rate of student enrollment and correlated increased faculty size have created an urgent and continuing need for additional facilities. Several construction projects are underway and more already planned including the library, new male and female dormitories, a building for the School of Information, Technology and Communication, faculty housing; and a student leadership center. The growth of the faculty necessitates an increase in faculty housing. A number of faculty are in temporary housing throughout Yola, a situation that must be remedied.

As these changes in facilities occur, careful planning will be required to ensure that the needs of the academic programs mesh with both new and existing facilities. Due to the phenomenal physical growth of the University's infrastructure thus far, substandard construction of a number of buildings, and an inadequate plan for deferred maintenance are among the challenges facing the institution. The administration must balance such existing physical needs with emerging critical

technology needs to meet the teaching and research requirements of the both the faculty and students.

DESIRED CHARACTERISTICS FOR THE PRESIDENT OF AUN

The special mission of AUN, its location in West Africa, its status as a young, vibrant, and growing institution, its mandate to serve the needs of students throughout Nigeria and West Africa, and the leadership opportunities outlined above, demand particular characteristics in the next President. The next President must have enjoyed success in a major administrative and leadership role in an American or American-style university, as well as possess a strong commitment to the development and ongoing transformation of the African continent through higher education.

The Board of Trustees of AUN seeks a President who will be:

- A passionate advocate for the AUN mission to provide education of high quality;
- A dynamic and principled academic leader who has developed the ability to lead and to manage a complex university;
- A leader able to work effectively with an international Board of Trustees and help the Board make wise, timely policy decisions;
- A tireless proponent of multicultural sensitivity, who will bring an international outlook combined with an genuine appreciation of the local culture, enjoying engagement with business, government and educational leaders;
- An effective AUN representative, identifying external needs that should be addressed by the University and cultivating prospective donors;
- An experienced academic who understands the interactive nature of teaching and research, the characteristics of undergraduate and graduate programs, and the contributions of the liberal arts and professional programs;
- A leader who will enjoy and be effective in formal and informal interactions with students, faculty and staff in a setting where most live as well as work;
- A person who possesses an open, friendly, and transparent style of leadership, characterized by high principles and frequent communication with all segments of the University community;
- A consensus-builder who will pursue collective decision-making processes that allow students, faculty and staff to feel fully vested in the institution;

- A collaborator who will “lead from within,” utilizing tact, diplomacy, self-confidence, and appreciation of process;
- A professional who is able to make a five-year commitment to see the job through.

NOMINATION AND APPLICATION PROCESS

American University of Nigeria will prioritize its search to focus on academic professionals who are prepared to assume office as early in the New Year as possible, but not later than June 1, 2010.

All nominations, inquiries and applications will be confidential until finalists are invited for campus interviews. Applications will be received until the position is filled, but to assure full consideration, applicants must have all required materials on file by **November 2, 2009**. The review of applications will begin upon receipt and given the short timeline for the search, candidates are urged to submit applications as early as possible. Candidates will be kept apprised of their status in the search. Finalists can anticipate invitations for campus visits in early December.

Required application materials include a substantive letter of interest addressing key leadership issues outlined in this prospectus; a curriculum vitae that highlights relevant credentials, experience, and accomplishments; and the names, addresses, telephone numbers and email addresses of at least five professional references (these will be called later at the semi-finalist stage with the candidate’s foreknowledge). Nominations or pre-applications letters of reference are not required for a person to become a candidate, but nominations of promising prospects are encouraged and welcomed.

All application materials and nominations must be electronically submitted in MS Word or PDF format to:

AUNPresident@academic-search.com.

Telephone inquiries should be addressed to Maya Kirkhope at 703-440-1008 or Bill Franklin at 830-249-1444.

OVERVIEW OF THE UNIVERSITY AND ITS ENVIRONMENT

An American University in Nigeria

To understand the significance of AUN’s founding, it is helpful to place the University in the context of history, culture, and people of Nigeria as well as the state of higher education in the country.

Nigeria, an English-speaking country, is Africa's most populous country. It is located in West Africa and shares land borders with the Republic of Benin in the west, Chad and Cameroon in the east, and Niger in the north. Its coast lies on the Atlantic Ocean, in the south.

Nigeria gained her independence from the British government on October 1, 1960. The Nigerian population was estimated at 137 million in 2004, residing in 500 thousand square miles, two and a half times the size of California, USA. There are 36 states in Nigeria with more than 250 ethnic groups and 4000 known dialects. The three largest and most influential ethnic groups in Nigeria are the Hausa, Igbo and Yoruba. The capital city of Abuja (pop. 775,000) is located in the center of the country. Lagos (pop. 8 million), the largest and perhaps most well-known city in Nigeria, is a thriving port on the Atlantic Ocean. Yola (pop. 100,000), home of AUN, is a provincial capital located near the eastern border shared with Cameroon.

The present government follows the presidential system, with executive, legislative and judiciary branches of government. A new constitution was adopted in 1999. The current president and vice president of the Republic of Nigeria are His Excellency President Umaru Musa Yar'Adua and His Excellency Goodluck Jonathan, respectively.

Nigeria has approximately 25 federal, 22 private, and 24 state government universities. There are more than 18 million students in schools at all levels. The country adopted a 6-3-3-4 education policy in 1982. The policy requires six years of primary (elementary) education, a two tier (3-year junior, 3-year senior) secondary education and four years of university education.

There are nearly one million students registered at more than 200 institutions in Nigeria. Among them, approximately 410,000 students are enrolled in 36 universities. The three types of Nigerian Universities include *federal* universities, *state* universities and *private* universities. Private universities are a recent development and only a handful of private universities exist in Nigeria at present. Historically, many of the Nigerian universities have experienced disruptions and interruptions during the academic year due to strikes and protest actions.

The Founding of the University

Given the challenging conditions facing higher education institutions in Nigeria, AUN stands poised to become a premier university in West Africa. It is designed to provide a world-class institution at home for high achieving students unable to study abroad. AUN expects to train the future leaders of West Africa and to serve as an agent of economic development throughout the region providing the skills and the leadership essential to solving the continent's pressing social and economic problems. The University is committed to educating students to develop critical thinking, problem solving, teamwork, and lifelong learning skills needed for success in contemporary society and workplaces.

The Founders and Governing Board

The AUN Board of Trustees, established in October 2004, is the highest authority of the University and is responsible for administrative and legal oversight. A distinguished nineteen-person Board of Trustees governs AUN, each member representing a significant donor or ally to the new university. The board is chaired by Mr. Alhaji Ahmed Joda, and board members include Archbishop Desmond Tutu of South Africa; Amb. John F. Campbell, former U.S. Ambassador to Nigeria; and until his death in July 2009, the Hon. Robert S. McNamara, former U.S. Secretary of Defense.

The founding agent of the University is the former Vice President of Nigeria, Abubaker Atiku. Identifying the critical need for a world class university within Nigeria, he, along with a group of prominent Nigerians, initiated discussions with members of the American University, Washington, D.C., in 2003 to establish a premier American-style university in Yola, the capital of his home state of Adamawa State, Nigeria. Mr. Abubaker had funded many community projects in Yola over the years including a primary and secondary school, and was eager to establish and help financially support an institution of higher education. Those discussions led American University of Nigeria to sign a five-year management consultancy agreement with American University, Washington in early 2004. Mr. Abubakar and his wife, Jennifer, serve as the leading funders of AUN and continue to support the University with generous gifts.

Initially chartered as ABTI-American University of Nigeria, the name was shortened to American University of Nigeria to conform to the name of various affiliates of American Universities around the world. The University welcomed its first class of 124 students on September 9, 2005.

The Physical Campus

The main campus is over 500 hectares (1250 acres) in size and is a modern campus in the early phase of development and construction. The campus is divided into the north and main campus. There are eight dormitories on the north campus and six on the main campus, along with a host of buildings including a multi-purpose building, an art and sciences building, and a student cafeteria. A number of building projects are planned over several phases. Current building projects include two new dormitories, and a beautifully designed library featuring a three-storey atrium and a tiered auditorium is half way to completion. These structures will round out the first phase of campus development that has seen the construction of 14 buildings in fewer than five years. The next phase of construction includes buildings for the School of Information Technology and Communications, the School of Business and Entrepreneurship, a Student Leadership Center and the Sport Complex. All campus buildings are fully air-conditioned with wireless internet connectivity available 24 hours a day. Electricity is provided continuously with backup power provided by AUN generators.

The Academic Program

The University's initial undergraduate and future graduate programs are built around high admissions standards, and pedagogies aimed at critical thinking and problem-solving. All University classes are conducted in English. The academic programs are built on the American model and are consistent in every way with U.S. accreditation standards. AUN is a career-oriented institution with the goal of meeting the professional aspirations of students and the demand by local and international employers for highly trained staff.

The University has three schools devoted respectively to arts & sciences, business & entrepreneurship, and information, technology & communication. The choice of these three schools was driven by an analysis of the country and the region's needs, and by looking at employment data, industry needs by segment, student demand, and the availability of support both in West Africa and abroad. In all of the 15 degree programs offered, AUN integrates liberal studies and professional education to provide its graduates a breadth of choices for academic and technical specialization.

Class sizes are small, thus allowing frequent interaction between faculty and students. In a country with chronic electricity shortfalls and limited internet connectivity, AUN provides 24 hours of electricity to all its buildings. Academic buildings are equipped with state-of-the-art science, engineering and language laboratories, digital studios and computer facilities. The library boasts an expansive collection of online databases providing a wealth of information accessible to our students from any location on campus.

A distinctive and exciting feature of the student experience is that upon arrival to campus, every student receives a laptop computer, complete with essential software. Wireless, high-speed Internet access is available throughout the campus, indoors and out. Furthermore, every student, regardless of major, receives high-level training in information technology and receives fundamental education in business and entrepreneurship. AUN teaches students how to succeed by designing the curricula to ensure that students will have the skills needed to pursue rewarding careers upon graduation. The University is working to conform to the highest international standards and is planning to secure accreditation in the United States within the next three to five years. The University has already secured Nigerian accreditation.

In May 2009, AUN graduated its first entering class of students admitted as freshmen in 2005. Student enrollment has grown rapidly over the past four years and now numbers 1300 with approximately 90 faculty members.

Notable features of the University include:

- **American University, Washington Support:** The consulting agreement with AU provides AUN with advice on and assistance with wide ranging expertise in all aspects of the institution's operations.

- **Academic Prominence:** In its brief four-year history, AUN has gained prominence in the region. The institution offers distinctive academic programs designed, and through research or outreach activities, supports the socio-economic needs of local communities and West African countries served, especially in combating poverty and disease. This prominence has enabled the University to attract high achieving students.
- **Expanding Enrollment:** From an enrollment of 126 students in 2004, the University has experienced rapid growth to 1300 this year while simultaneously increasing admission standards. Each year, AUN receives 10 times as many applications as it can accommodate.
- **Supportive Board of Trustees:** The Board of Trustees composed of 19 Nigerian and international members, is strongly supportive of AUN's mission and is increasingly engaged in working with senior administration in its governance and policy-making role. The Board has and will continue to play an instrumental role in fundraising and developing support for AUN.
- **Diverse Community:** As the percentage of international students, faculty and staff increases, AUN offers a unique opportunity for a culturally diverse community to work together. The fact that most students and faculty and some staff and their families live on or close to the campus in University-provided housing gives the University leadership an exceptional opportunity to facilitate the establishment of a strong multicultural community.

University Leadership

From its inception, AUN has had energetic, visionary, and dedicated leaders who have laid a solid framework for the University through their significant knowledge and their commitment to the ongoing transformation of education in West Africa. The first two Presidents, Dr. David Huweiler and Dr. Michael Smith have successfully addressed the myriad challenges of launching a new university and building a solid foundation for the University's future development. During their combined tenure they have secured Nigerian accreditation, established internal controls and decision-making processes, garnered regional and international visibility, and initiated a number of building projects that closes out phase one of campus construction. Dr. Conrad Festa, who served as the University's Vice President for Academic Affairs, was appointed as Interim President of the University effective June 1, 2009. Now the University has reached a new stage in its development, providing new priorities for the leader who will succeed interim President Conrad Festa following his retirement from the University in December 2009.

A number of vacancies exist at the senior/cabinet level of administration. This includes the position of the Vice President for Academic Affairs, and the Dean of Information, Technology and Communication. A search for the Vice President for Academic Affairs will commence in October 2009 (also managed by Academic Search, Inc.) and the newly appointed President of AUN will participate in narrowing the candidate pool and ultimately select the next VPAA. The dean search will be initiated shortly after the conclusion of the VPAA search, with both the President and VPAA involved in the selection of the dean.

The cabinet consists of six direct reports to the President. In addition to the Vice President for Academic Affairs, the cabinet includes the Vice President for Budget and Finance, the Deans of the three schools, and the Executive Advisor to the President.

Assistance from American University, Washington, D.C.

American University (AU) in Washington D.C. and American University of Nigeria in Yola, Nigeria signed a consultancy agreement in December 2003 to provide consultation and assistance to AUN to establish an American-style university in Nigeria, providing education and scholarship benefiting the people of West Africa and Sub-Saharan Africa. The support for a thriving higher education institution in a developing nation is consistent with the values of AU and its principal founder, the United Methodist Church.

The AU consultancy has included assisting AUN in specific areas such as governance and management, academic support, and infrastructure planning support. A liaison office was created in 2004 at AU in Washington to coordinate the provision of AU's expertise and consultation to meet the needs of AUN as it established programs, services and organizational infrastructure. In the next three to five years, AUN with support from AU plans to begin the process of regional accreditation by the appropriate United States accreditation authority to earn the standard of educational quality as affirmation of AUN's mission, purpose, and stability. AUN has begun to pursue and receive research and other grants including funds from the International Food Policy Research Institute, the MacArthur Foundation, and Oracle Corporation.

Finances

The bulk of the University's operational funds for the first four years have come from generous grants from the founder of the University, Abubaker Atiku. Future operating costs will be covered by a combination of tuition and other student fees, revenues from non-tuition sources, donations and future grants. Payment of tuition fees by financially needy, academically qualified students will be assisted by scholarship funds.

The University unveiled its first fully documented and structured, campus-wide budget in 2009-2010 and, although there have been challenges, the University community has worked hard together to fulfill a commitment to become financially sound. In the spring of 2009, the American University of Nigeria launched an integrated information system (an ERP), the Banner System, which allows for seamless and timely sharing of financial information, and over the next few months admissions, student information, registration and now human resources will share financial and related information on line. During the next meeting of the Board of Trustees, board members will review the audit results (Deloitte) for FY 2004 - FY 2008.

The budget is initially crafted in both Naira (Nigerian currency) and U.S. Dollars and all University expenses are managed in the national currency for general operating and reimbursement purposes. Overseas payments are made in U.S. Dollars or other

denominations. The University currently has six residence halls financed through debt service-based on fees paid by students for housing. Major capital construction projects are funded through donor support.

Living in Yola, Nigeria

AUN is located in Yola, the capital of Adamawa State, one of Nigeria's 36 states. The term 'Yola' was derived from a Fulfulde word 'Yolde' which means a knoll or an elevated surface. Yola is a port city on the Benue River located in the eastern part of Nigeria near the border with Cameroon. The estimated population of Yola and the adjoining city of Jimeta is about 150,000. Residents of the area are Muslim and Christian. The Fulani people who predominate in Yola are one of the major ethnic groups in Nigeria. Hausa is the lingua franca of the Yola. Yola is also the home of the Lamido, the traditional Islamic religious leader of this region. It is a largely agrarian economy as farming, fishing, livestock production and trading are the mainstays of the people's lives. The climatic zone in Yola is characterized by an alternating hot rainy season and a cool dry season.

Further Information

Additional information on the University can be obtained readily from their website, <http://206.125.213.195/contact.htm>.

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