



WOODBURY UNIVERSITY
Burbank, California

PRESIDENT

OVERVIEW

The Board of Trustees of Woodbury University is pleased to invite nominations and applications for the position of President of the University. The President is the chief executive officer and general manager of the University, reporting directly to the University's Board and ultimately responsible for the general day-to-day supervision, direction, and control of the business and affairs of the institution. The new president will follow the very successful 16-year tenure of President Kenneth R. Nielsen.

Founded in 1884, Woodbury University is one of the oldest institutions of higher education in Southern California. Originally a business college, Woodbury has over 127 years blossomed into a vibrant university offering career-oriented, undergraduate and graduate degree programs organized into three schools (architecture; business; and media, culture, and design) and an institute of transdisciplinary studies.

The Board seeks an innovative, accomplished, ambitious, and energetic institutional head who has gained distinction as an educational leader, administrator, and successful fundraiser, preferably with executive experience in an institutional setting similar to Woodbury's. The appointment to the presidency is expected to take effect in the summer of 2012.

Additional information about the University is available at www.woodbury.edu. Application procedures are described at the end of this document.

THE UNIVERSITY

Institutional Background. Woodbury University was founded in 1884 as Woodbury's Business College by its namesake, Francis Chute Woodbury, formerly a partner in Heald's Business College in San Francisco. Thus, it is one of the oldest institutions of higher learning in California and the American West. This historic link between Woodbury and the world of business has been maintained and strengthened throughout the years.

The original mission of Woodbury University was to educate Los Angeles residents in the practical areas of business: bookkeeping, commercial law, and telegraphy. For a time, Woodbury could boast that 10% of Los Angeles' citizenry were attending the institution, and its earliest alumni lists form a literal *who's who* of 19th-century Los Angeles.

In 1931, the Division of Professional Arts was established to focus on fields that are closely allied to such businesses as commercial art, interior design, and fashion design. Woodbury thus expanded to become a college of business administration and design. In 1968, Woodbury introduced a graduate program for the degree Master of Business Administration. In 1972, Woodbury became a not-for-profit institution, which was one factor that led to the 1974 name change from Woodbury College to Woodbury University. In 1982, Computer Information Systems was added as a major, followed in 1984 by Architecture. In 1987, the Weekend College program for working adults was established with the aid of grants from The Fletcher Jones Foundation and The William Randolph Hearst Foundation. Also in 1987, the University moved to a 22.4-acre campus in Burbank, situated in the heart of the entertainment industry with nearby studios such as Disney, Universal, NBC, Warner Brothers, and DreamWorks SKG.

In 1994, the University formally organized its undergraduate and graduate programs into three schools: the School of Architecture and Design, the School of Arts and Sciences, and the School of Business and Management. In that same year three majors in Arts and Sciences came into being: Psychology, Politics & History, and Liberal Arts & Business. Additional undergraduate degree programs have subsequently been added in the areas of Marketing, Animation Arts, Communication, and Organizational Leadership.

Today, Woodbury's undergraduate and graduate programs are formally organized in the School of Architecture, the School of Business, the School of Media, Culture and Design, and the Institute of Transdisciplinary Studies.

Mission and Values. Woodbury has adopted the following mission statement:

Woodbury University is committed to providing the highest level of professional and liberal arts education. The integrated nature of our educational environment cultivates successful students with a strong and enduring sense of personal and social responsibility. We prepare innovative learners who are adept at communicating and willing to cross the boundaries of knowledge in a rapidly changing and complex world.

To accompany this mission and to provide guidance for the future, the University also expresses its allegiance to a set of values essential to an educational institution: integrity and ethical behavior; diversity; empowering students to determine and manage their own destinies; academic rigor; liberal arts-based professional education that effectively prepares students for careers; and a student focus in all aspects of its operations.

The University expresses these values on a day-to-day basis by offering a highly personalized atmosphere for education and by employing among the faculty a significant number of practitioners in the fields represented in the curriculum.

The Academic Program. As described above, Woodbury University is comprised of schools in three professional disciplines: Architecture; Business; and Media, Culture, and Design; and also of the Institute of Transdisciplinary Studies. Together, these units include both undergraduate and graduate programs and offer undergraduate degrees in Business Administration (Accounting, Management, Marketing, Fashion Marketing), Architecture, Animation, Fashion Design, Graphic Design, Interior Architecture, Psychology, Communication, Politics and History, Organizational Leadership, and Interdisciplinary Studies. With grant support, three new undergraduate majors are being added in the fields of filmmaking, media technology, and game design. Graduate degrees are offered in Architecture, Business Administration, and Organizational Leadership.

The academic program is highly respected for being practical, entrepreneurial, and career-oriented. Particularly contributing to the program's effectiveness and reputation is the University's practice of retaining a faculty with a carefully-designed balance between full-time professors and practitioners in the various fields offered. The focus of the program is to provide an education which ensures that students can enter the workforce immediately. The University's location in Southern California and in the heart of the entertainment industry makes possible a very distinctive range of degrees and co-curricular experiences for students aspiring to enter these fields.

Accreditation and Licensure. Since 1961, Woodbury University has been accredited by the Senior Commission of the Western Association of Schools and Colleges (WASC); it is also approved by the Postsecondary Commission, California Department of Education. In 1991, the Interior Architecture program was accredited by the Council for Interior Design Accreditation, and in 1994, the Architecture program was accredited by the National Architectural Accrediting Board (NAAB). It is one of 110 accredited architecture schools in the nation and one of only nine in California. The School of Business received its initial accreditation from the Association of Collegiate Business Schools and Programs (ACBSP) in 1998. Woodbury University is a member university of the Association to Advance Collegiate Schools of Business (AACSB) and is currently a candidate for AACSB accreditation. In 2008, the school received accreditation from the National Association of Schools of Art and Design (NASAD).

Admissions and Student Life. Woodbury annually enrolls approximately 1600 students, four-fifths of these at the undergraduate level. Non-traditional aged students make up thirty percent of enrollment, and student diversity is marked: 30% Latino, 9% Asian-American, 5% African-American, and 13% international. Woodbury has been particularly successful in educating young people who are the first in their family to attend college. On-campus residence halls accommodate 200 students, and an active campus life is supported by a student café and recreational facilities.

Financial Aid. In the University's operating budget, \$8 million of the University's funds are devoted to financial aid, and an additional \$10 million in financial aid support comes

from state and federal funds. Eighty-eight percent of Woodbury undergraduate students receive financial aid of some type.

Campus and Facilities. For its main campus, Woodbury occupies a lovely 22.4-acre site in the Verdugo Hills of Burbank, and its path to this location is a fascinating one, paralleling the history of Los Angeles. For its first 103 years, the University was located in various locations in central Los Angeles, and the final fifty of those years were in a widely recognized classroom and administrative building on Wilshire Boulevard. In 1985, the University acquired the Burbank campus and moved to these new facilities two years later. In 1998, a satellite campus was opened in San Diego offering the bachelor's and master's degrees in architecture.

Faculty and Staff. The full-time faculty consists of 73 persons, including 21 full professors, 18 associate professors, 25 assistant professors, six visiting faculty, and the four deans. Of the full-time faculty, approximately half are women. In addition, there are more than 220 adjuncts, including many working professionals who share their expertise and experience with students. Included in the above are San Diego faculty numbering four full-time and 35 adjuncts. Overall, the student/professor ratio is 18 to 1, and the average class size is 15.

Finances. The University's operating budget for the 2010-11 academic year was \$42 million. Tuition for the year was \$28,742 for students in most degree programs and ranged up to a maximum of \$30,250 for those seeking the Bachelor of Architecture degree. Approximately 73 percent of operating revenue comes from net tuition and fees. Room and board charges range from \$5,700 to \$11,700. Salaries and benefits for faculty (full-time and adjuncts combined) make up 33 percent of operating expenses, while staff salary and benefits make up an additional 19 percent. Over the past three years, the University has been the recipient of two multi-year, seven figure grants from the U.S. Department of Education's Hispanic-Serving Institutions program and a six figure grant from the U.S. Department of Housing and Urban Development in support of the University's Arid Lands Institute. Since 2000, Woodbury has also been supported by numerous grants from a number of Southern California and nationally based foundations, including the Ahmanson Foundation, the Fletcher Jones Foundation, the Parsons Foundation, and the Kresge Foundation. Support from individual alumni and friends have grown since 2005 and have resulted in both six and seven figure gifts from these constituencies. Current private gifts and grants have averaged \$2.6 million annually over the last five years.

Governance: The University is governed by a Board of Trustees that consists of up to 30 voting members including the president and holds three regular meetings and a retreat each year to fulfill its responsibility for the institution's goals and objectives, its policies, its financial health, and its successful operation. The Board conducts its work largely through seven committees. The President plays an active leadership role with fellow trustees in setting goals and direction for the University. It is the Board's commitment to the University's mission, values, and success that has played a particularly significant role in the institution's remarkable growth, development, and transformation over the past quarter century.

THE FUTURE: Opportunities, Aspirations, and Challenges

Among the constituencies of the Woodbury University community—trustees, faculty, students, alumni, administration, staff, and community supporters—there is palpable enthusiasm for the institution to realize its full potential through continued growth and development. The common view is that Woodbury is arriving as a serious, mature, non-profit institution, ready to play a larger role throughout Southern California and the state, not just in Los Angeles. There is also recognition that presidential leadership is essential to guide and enable this growth and transformation and to identify possible new directions for success. Conversations with campus constituencies have identified particularly important opportunities that call for such leadership.

Spreading the University's recognition in Los Angeles, the state, and the West. Since the 1990's, Woodbury has undergone remarkable growth and rise in visibility, and as a result momentum exists for moving to a next level of recognition in the region and state. It is seen as a local "jewel" but still too much of a secret. A bold, entrepreneurial, and innovative President will have the opportunity to provide new leadership for expanding the institution's positive image to new communities of students and potential employers of graduates, while retaining its special position in its local area.

Developing a shared vision for fulfilling the University's potential. Among Woodbury's various constituencies there is desire for a community conversation regarding the institution's identity as it seeks to move to a next higher level of recognition and visibility. The need is seen for a single, strong "brand" for the University.

Enhancing the culture of excellence on campus and community. As part of the University's advancement, there is a desire through strategic planning to capitalize on the praise received from accrediting bodies for being creative and entrepreneurial. These characteristics are seen as key to increased excellence in all areas and the key to Woodbury's being acknowledged as a leader in professional education with a personal touch. Also accompanying these ambitions is a desire for a richer, more traditional college atmosphere on campus, including speaker programs and a larger number of co-curricular activities.

Achieving greater financial strength. An essential component of the University's future success and growth will be increasing the strength of its financial and physical resources. A larger endowment is needed to support student financial aid and other budget priorities, and there exist challenges in providing sufficient space and technology for the growing number of degree programs. The new President will be expected, along with the advancement staff, to lead in the planning and execution of fund-raising activities to address these needs.

Maintaining appropriate balances. In several areas central to the University’s success, Woodbury recognizes the importance of maintaining a balance in emphasis:

- Between full-time professional faculty and practitioner adjuncts;
- Between a local and regional focus on one hand, and a national and global focus on the other;
- Between the institutional image of “local and safe” and that of “urban and exciting;”
- Between the prestige of admissions selectivity and a reputation for open enrollment of first-generation students; and
- Among competing demands from the three schools and the institute for resources, standards of quality, and community attention.

Presidential leadership is essential in determining the appropriate balances in these and other areas.

Achieving highest levels of accreditation. The distinctively broad range of professional fields and degrees offered at Woodbury requires vigilant attention to the accreditation status of each school and degree program. In particular, the School of Business is in the final stage of its application for accreditation by the Association to Advance Collegiate Schools of Business, and the President has the responsibility to ensure that this process is successfully concluded and that all accreditations are continued at the highest levels.

THE PRESIDENT: Professional Capabilities and Personal Attributes

The trustees of Woodbury University seek a president with the executive experience, the demonstrated professional capabilities, and the personal attributes that will enable him or her to lead the University successfully in meeting the opportunities and challenges outlined above. The ideal candidate will be a distinguished educator with proven leadership capacity, proven experience in financial and fiscal management, well-developed social and political skills, and demonstrated fund-raising ability.

Professional Background and Capabilities. The University’s status as a long-established institution with both strong ties to its geographical region and a broader, modern mission focused on professional preparation calls for a particular set of professional experiences and capabilities in its President. These include the following:

- **Academic Credentials.** The President must bring a deep understanding and appreciation of higher education and the importance of excellent teaching in both professional fields and the liberal arts. Ideally, this will have been gained through experience as a faculty member and will include the desire to identify with faculty and to support their efforts and all of the University’s academic programs.
- **Inspirational Leadership.** The successful Woodbury President will be a “realistic visionary,” able to inspire the University community to think big while understanding and dealing creatively with the natural limits that exist. Essential will be the ability to

prioritize, focus on the larger issues, and follow through on them, holding others accountable for their more specific responsibilities.

- **Entrepreneurial Spirit.** The President should bring a record of innovation and entrepreneurial action to the University's growth and development, with evidence of seeking and taking advantage of special opportunities for partnerships and new programs.
- **Organization, Planning, and Management.** The President will have successful experience in managing a complex organization and in assembling and working productively with a team of administrative colleagues. Important in this regard is the political skill to negotiate differences of opinion among individuals and groups and to bring unity out of disagreement.
- **Building Networks.** Woodbury's continued success will depend on the President's ability to cultivate new and existing networks for the University in educational, business, and political communities across Los Angeles and Southern California. These efforts for institutional recognition, reputation, and support will require the desire and stamina for frequent entertaining and the skills of attracting new friends, establishing relationships, and closing commitments to the institution.
- **Financial Responsibility.** The President will have a clear record of successful experience in financial and fiscal management and of wise and careful stewardship of financial resources.
- **Fund Raising.** The President will have the demonstrated ability to increase such resources through planning and executing successful fund-raising initiatives, including being an effective spokesperson for the implementation of such initiatives.
- **Making Decisions.** For an institution to move forward with confidence, its members deserve to have their views on important issues considered and to have important decisions taken in a timely fashion. The President will have demonstrated the ability to listen well and then to make decisions promptly and firmly.
- **Communication.** It is essential that the President be a natural and gifted communicator, with exceptional public speaking and writing skills. The President should delight in using these skills to make positive and productive connections with students, faculty, staff, alumni, and friends of the University, and to articulate the University's mission effectively to the community at large.
- **Pursuit of Excellence.** In all the above, the President should exemplify the values of excellence in ways that will both uplift the University community and also establish himself or herself as a leader in professional education. In this way, the President will be a truly effective ambassador for Woodbury University.

Personal Attributes. In addition to the above professional experience and capabilities, it is important that the President also possess the following personal attributes:

- A passion for Woodbury's mission to provide an education that integrates professional preparation with the liberal arts;
- A natural drive for success and a healthy ambition to achieve important goals and leave a valuable legacy, complemented by a high energy and a strong work ethic;
- An entrepreneurial and innovative nature, one that combines creativity and an inclination to identify and take intelligent risks;

- A natural sociability and desire to build networks, based on the confidence to move easily and graciously in the surrounding community's social circles and the willingness to be a highly visible member thereof;
- A comfortable and confident approach to engage and ask prospective and current donors for their financial support;
- A natural and sincere orientation to students and to their successful experience;
- An outgoing and approachable personality, accompanied by an "open-door" attitude and an openness to divergent points of view;
- The ability to be both gracious and firm in situations that require a mature hand and the courage of one's convictions; and
- A collaborative style that leads to being a uniter and a team player, eager to express appreciation for the work of others and arising from a stable personality and the combination of self-confidence and humility of a genuine leader always giving credit to others.

Character: Finally, the President must be an individual of impeccable personal integrity with a clear sense of ethics, fairness, and responsibility. As the principal representative of the University both within the campus community and beyond, he or she will be entirely open, honest, and accountable.

PROCEDURE FOR NOMINATIONS AND APPLICATIONS

Inquiries, nominations, and applications are invited. Review of candidates will begin immediately, and expressions of interest will be welcomed until an appointment is made. The appointee is expected to take office in the summer of 2012. To ensure full consideration, applications should be received by November 4, 2011. Application materials should include a letter of interest, a *curriculum vitae*, and names and full contact information for five professional references. Calls to references will occur only later in the search process and only with prior notification of candidates. All submissions will be treated in confidence and must be sent electronically (MS Word or .pdf format) to:

WoodburyPresident@academic-search.com.

The University and Search Committee are assisted by:

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