

**NORTHWESTERN**  
COLLEGE  
ORANGE CITY, IOWA

Jack & Mary DeWitt Learning Commons,  
opened in 2013

**Northwestern College, Orange City, Iowa,** announces a national search for vice president for academic affairs, inviting nominations and applications for an opportunity to provide bold and visionary leadership in a vibrant, affordable, Midwestern community.

Northwestern College is a distinctive community of faith and learning, blessed with an enduring mission and nationally acclaimed excellence. The next vice president for academic affairs will have the privilege of enriching Northwestern's academic excellence while aligning its strong educational program to changing student interests and new audiences.

Northwestern's vision is to be the leading Christian college focused on student success and Christ-centered work for the common good (cf. 1 Corinthians 12:7 and Jeremiah 29:7). An intentionally Christian liberal arts college, Northwestern has earned awards for academic excellence, spiritual formation, co-curricular opportunity and vibrant campus life. Northwestern has been honored as the third-best college or university in Iowa by College Consensus and ranked seventh among Midwestern colleges by *U.S. News*. Two faculty members have been named Iowa's Professor of the Year.

Notable recent achievements include a new [strategic plan](#) that charts Northwestern's course into 2023 and beyond, a growing cadre of programs meeting the needs of adult learners, and a

new academic structure with deans at the head of four academic divisions.

Several new undergraduate programs have recently been added, including majors in art therapy and statistics and a minor in entrepreneurship. The college offers an online M.Ed. degree with seven in-demand tracks and has plans to launch on-site master's degree programs in athletic training and physician assistant studies in 2020. An annual Celebration of Research, now in its third year, showcases faculty and student scholarship. Northwestern's commitment to integrating faith and learning has been emphasized through the new Faculty Faith and Learning Seminar program and the Faculty Excellence in Faith and Learning Award.

Northwestern produces outstanding achievers. Our accounting graduates have recorded the nation's second-best CPA exam pass rate, 89.3%. Our pre-med students' MCAT scores are in the top 25% worldwide, and 80% of NWC med school applicants are accepted the first time they apply. Northwestern is also one of just two Christian colleges that have met the requirements for Advanced Curriculum recognition by the

Society of Actuaries; our actuarial science grads have an 80% pass rate. 45% of Northwestern undergrads go on to complete a graduate degree; 81% of those report NWC prepared them well for graduate or professional school.

A \$24.5 million science facility was opened in fall 2018, adding an important new facility to a pristine and exceptionally well-maintained campus. Leaders are currently making plans and raising funds for a new suite-style women's residence hall and a welcome center.

## HERITAGE

Northwestern was founded in 1882 as a classical academy to prepare students for college and ultimately for ministry in the Reformed Church in America. A junior college was added in 1928, and Northwestern became a four-year teacher-training college in 1961, the same year the academy ceased operation. Four years later, the Board of Trustees approved the development of a liberal arts program. In 2015, the Higher Learning Commission approved the college as a master's-degree-granting institution.

## MISSION

Northwestern College is a Christian academic community engaging students in courageous and faithful learning and living that empowers them to follow Christ and pursue God's redeeming work in the world.

## CHRISTIAN COMMITMENT

A member of the Council for Christian Colleges & Universities and affiliated with the Reformed Church in America, Northwestern is committed to integrating faith with learning throughout all aspects of students' college experience. Northwestern identifies as [Reformed, evangelical and ecumenical](#), accepting the ultimate authority of God's

written Word. We proclaim the sovereignty and grace of God in every area of creation and human life; we affirm God's broad redemptive purposes; and we embrace the Christian call to reform the church, reflect critically on worldviews that influence culture, and transform the world. One aspect of our efforts to empower students to pursue God's redeeming work in the world is an extensive program of spring and summer short-term mission opportunities, which has led NWC to be named on the President's Higher Education Community Service Honor Roll for nine consecutive years. *Christianity Today's* 2019 Christian College Guide highlighted Northwestern as one of two "best of spiritual enrichment" colleges for our multifaceted efforts to help students grow in their Christian faith.

## ACADEMIC PROGRAMS

In addition to more than 80 academic program options for undergraduates, Northwestern also offers a growing list of graduate degrees and other adult learning opportunities online and on campus. Northwestern's study abroad programs in Oman and Romania have been ranked among the nation's best by StudyAbroad101.com and BestCollegeReviews.com. The college also provides extensive internship opportunities—including the elite Carlson Internships offered through the Franken Leadership Center—in Chicago; Denver; Washington, D.C.; and other sites.

## CAMPUS

More than \$50 million has been spent on construction and renovation projects on Northwestern's 100-acre campus in the last five years. In addition to the just-opened science building and an impressive learning commons/library that was constructed in 2013, other campus enhancements include an indoor athletic practice and performance center and renovations to the cafeteria and the former library, which now houses numerous offices serving students.



# FAST FACTS

## STUDENT PROFILE

Total enrollment **1,307**

Graduate program enrollment **275**

Female	62%
Male	38%
Iowa students	59%
Out-of-state students	38%
International students	3%
Students from diverse populations	13%
Students from the Reformed Church in America	18%
First-generation students	14%
First-year retention	75%
Six-year graduation rate	69%
Average ACT of freshmen	24.8

## ACADEMIC PROFILE

Full-time faculty	83
Holding terminal degrees	85%
Adjunct faculty	86
Student/faculty ratio	12:1
Average class size	14
Undergraduate majors	50
Graduate programs	7

## TOP MAJORS (by department)

Business, Education, Kinesiology,  
Biology, Nursing, Mathematics,  
Psychology, Social Work, English,  
Spanish

## STUDENT FINANCES

Tuition, room/board, fees	\$40,100
Receiving financial aid	100%
Average award	\$27,930
Pell Grant recipients	28%

## CAMPUS PROFILE

Residential students (undergrads)	85%
Athletic teams	19
Percentage of student-athletes	48%
Clubs & organizations	50

## ALUMNI PROFILE

Number of alumni (conferred degrees)	10,500
Alumni who donate	21%
Holding advanced degrees	12%

## FINANCES

Endowment	\$53.7 million
Operating budget	\$27.2 million
Annual Fund giving	\$1.2 million
Total giving	\$9.28 million

Budget allocated to academics  
& academic support 46%

Operating revenue from tuition	51.7%
Operating revenue from students	82.8%

2018 USDE Financial Responsibility Composite Score  
3.0 (on -1.0 to 3.0 scale)

Debt \$2.275 million

## PRESIDENT'S CABINET MEMBERSHIP

Academic Affairs	Enrollment and Marketing
Advancement	Finance
Athletics	Graduate School/Adult Learning
Christian Formation	Student Life



# The Agenda for Leadership

The office of the vice president for academic affairs oversees the faculty and curriculum and also supports the directors of the following academic areas: library, computing services, audiovisual services, institutional research, academic support, global education and registrar. Northwestern is seeking strong academic leadership to assert the centrality of the academic program, raise the profile of the student learning experience and allocate resources to support the delivery of those programs. Assisted by four academic deans, the vice president for academic affairs will lead the following initiatives:

## Determine Academic Program Priorities in Light of Changing Enrollment Trends

As many of Northwestern's academic programs grow and thrive, others (most notably in arts and humanities disciplines) have seen a significant decline in graduates over the last decade. The college has proactively embarked on a multi-phase prioritization process to evaluate the resources attributed to each department to ensure the continued flourishing of the academic program. The VPAA will enter into the second of the two-year process and, with the faculty and the president, make critical decisions that ensure the sustainability and vitality of the college. Northwestern must continue to capitalize on the growing demand for programs in the health and natural sciences, business, and graduate and online programs, while seeking new market-driven majors, minors, graduate degrees and interdisciplinary programs central to the college's mission. The VPAA must possess and clearly articulate a robust vision for the academic program that reflects the college's mission, Vision for Learning and Vision for Diversity, and addresses the changing landscape of higher education.

## Increase Diversity of Academic Leadership, Faculty and the Student Body

Faculty and staff assert a strong desire, and express a sense of urgency, to expand the diversity of the student body. While the region surrounding Orange City continues to be largely homogenous, a growing number of Latino families reside in neighboring communities due to thriving agriculture and manufacturing sectors. That demographic shift has not been reflected in the composition of the student body. In addition, faculty and staff perceive an area of opportunity to serve adult students through innovative and flexible academic programming. As a member of the President's Cabinet, the VPAA must collaborate with executive leadership to initiate programs, policies, systems, aid and support to attract and retain students of



increasingly diverse backgrounds. Similarly, the VPAA must demonstrate genuine commitment to expanding diversity of Northwestern employees by seeking out, hiring and promoting faculty and academic staff who are women and persons of color.

## Develop Talent and Empower Faculty

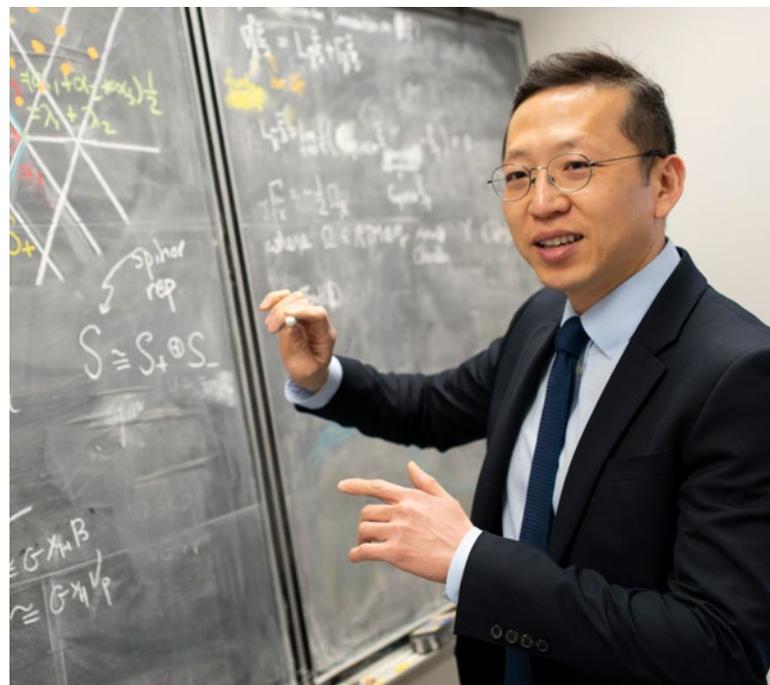
There is a desire for strong academic leadership at Northwestern. As the second officer of the college, the VPAA must possess proven successful leadership experience to capitalize on the talent and commitment of Northwestern's human resources. The VPAA will empower, inspire and collaborate with faculty and staff to advance academic quality and student learning. The VPAA will support faculty in their professional development and hold them accountable to measurable high standards. Faculty-led initiatives, including the Academic Innovations Lab (in development) and a robust Faith and Learning Seminar, are evidence of the faculty's desire to grow.

## Grow Graduate and Adult Programs

Northwestern has thriving online graduate and adult degree-completion programs in education and nursing, with on-site master's degree programs in athletic training and physician assistant studies in development for 2020. With the dean of graduate school and adult learning, the VPAA must continue to capitalize on market-sensitive programs by identifying partnerships and areas of opportunity that fit Northwestern's mission, and then ensuring program offerings, regardless of delivery method, will be of high quality. The VPAA will also participate in the development of proper systems to support full-time and adjunct faculty who are teaching in—and students who are learning in—online, graduate and hybrid modalities.

## Create Community Where Academics, Student Life and Campus Ministry are Intentionally Connected

Since 2013, Northwestern has utilized first-year experience, senior seminar, and general education programs that emphasize integrated learning outcomes and effective research-based pedagogies. These programs now require effective assessment strategies to ensure program goals and outcomes are realized. Student participation in high-impact experiential education practices (internships, study abroad, service-learning and undergraduate research) is valued as an essential component of education and therefore is documented on a dual transcript. Working as partners, the academic program, student life and campus ministry must equip students to become thoughtful and impactful professionals, family members, citizens and members of the worldwide church.



# The Leadership Attributes

Northwestern College is a community rooted in Scripture and the confessions of Reformed theology. Candidates whose religious practices have not been in the Reformed Protestant tradition should indicate their fundamental support of this tradition and be able to articulate how this tradition informs and shapes the student learning experience on the Northwestern campus and in the college's online programs.

The vice president for academic affairs search committee seeks candidates with an earned doctorate who have at least five years of experience that demonstrate increasing academic leadership and administrative responsibility. Among the leadership and administrative attributes, skills and qualities the committee seeks are these:

**A mission-focused leader** who sees the pursuit of Christian liberal arts and professional education as worship experienced in community, consistent with Northwestern's Vision for Learning and Vision for Diversity.

**A successful teacher and scholar** who can support faculty at all ranks and years of service in their initial and/or continuing development as gifted teachers, scholars and campus leaders, and can engage students in meaningful dialogue about their educational experience.

**A student of higher education**, particularly in a Christian context, who is able to give clear expression to the many disruptive forces impacting higher education with ideas for ways Northwestern can respond in order to thrive in a highly competitive environment.

**A mature Christian** who serves as a vibrant ambassador for Christ in every aspect of life and witness.

**A courageous and faithful leader** with the ability to cast an innovative and entrepreneurial vision that affirms what is being done well, while also discovering possibilities and opportunities that bring new resources to support new pedagogies and programs.

**A person with an appreciation for adult learning** and different modes and strategies for learning.

**A leader who understands the value of having a diverse community of learners** and is committed to recruiting and retaining an ethnically diverse faculty, staff and student body.

**A problem solver and decision maker** who connects widely, listens carefully, discerns deeply, and decides firmly and expeditiously with necessary follow-through.

**A person with financial acumen** who will lead continuing academic program analysis, evaluation and development to match institutional mission and aspiration with finite resources.

**A person who can establish trust and confidence** by being collegial, consistent and transparent in interactions with faculty, staff, trustees, students and administrators.

**A seasoned diplomat** who demonstrates social, emotional and cultural intelligence and is able to deal with ambiguity, tension and uncertainty by being calm, resilient and confident.

**A person who can thrive and find joy** in a small town where visibility, participation and engagement are expected and appreciated.



## ORANGE CITY

Thanks to its Dutch heritage, Orange City has been called one of the cleanest towns in America. With a population of nearly 6,000, it's also been ranked as one of the safest. For students, the town's friendly and welcoming residents make it feel like a home away from home. Orange City is ranked fifth among the nation's top Christian college towns by [CollegeandSeminary.com](http://CollegeandSeminary.com). It has also been named the best town in Iowa in which to raise a family and one of the 100 Best Small Towns in the U.S. The county seat in a thriving agricultural region, Orange City is known for offering an outstanding quality of life while only an hour's drive from the larger communities of Sioux City, Iowa, and Sioux Falls, South Dakota.

## APPLICATION PROCESS

Nominations and expressions of interest may be submitted electronically to [VPAASearch@nwciowa.edu](mailto:VPAASearch@nwciowa.edu). Candidates are asked to submit electronically in MS Word or Adobe PDF: a letter of interest reflecting on the leadership agenda and attributes noted above, including a summary of your understanding of a Christian liberal arts education and how you have been prepared to contribute to NWC's [Vision for Learning](#) and [Vision for Diversity](#); a c.v.; and the names, email addresses and telephone numbers of five references. **It is not necessary to complete a Northwestern College application.** References will not be contacted without first securing permission of the candidate. Northwestern is seeking a diverse pool of candidates. To receive full consideration, materials should be received on or before February 10, 2019. The ideal starting date for the position is July 1, 2019.

This search is being assisted by:  
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Additional information about Northwestern may be found at [nwciowa.edu](http://nwciowa.edu).

*Northwestern College is an evangelical and ecumenical institution affiliated with the Reformed Church in America and seeks to more fully reflect the cultural and ethnic diversity of the body of Christ in its faculty, staff, administration and students. Women and candidates from historically underrepresented groups are enthusiastically*

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