



## **The search for the Vice President for Academic Affairs and Dean of the Faculty.**

Graceland University, with two distinct and beautiful campuses in Lamoni, Iowa, and Independence, Missouri, has launched a search for the position of Vice President for Academic Affairs (VPAA) and Dean of the Faculty. The search committee invites nominations of and applications from accomplished individuals who will provide this growing and evolving university with outstanding leadership during a time of exciting change and development.



The new VPAA/Dean of the Faculty will engage with newly appointed president, Dr. Patricia H. Draves; a deeply committed faculty; an experienced administrative team; and an active, engaged board of trustees. Together these groups will continue to develop and implement an innovative and strategic academic program that builds upon its rich history and leads to the development of graduates prepared for success and fulfillment.

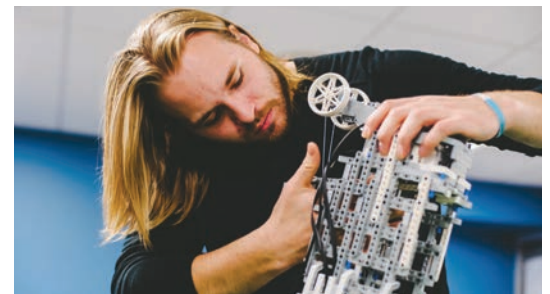
Founded in 1895 by the Community of Christ church as a nonsectarian Christian institution, Graceland continues its founding values and enduring principles of inclusivity, respect, worth of all persons and social justice. Students are welcomed into a close-knit, supportive, and unique campus community that works to empower students to find their purpose and fulfill their potential in the world. The university lives out its core values of learning, wholeness and community in the education of its students and in the workplace.

Graceland has consistently been recognized by *The Princeton Review* as a “Best in the Midwest” university. After a comprehensive review process in spring of 2017, the Higher Learning Commission (HLC) renewed Graceland’s accreditation.

With approximately 2,000 students and a dedicated faculty and staff, Graceland presents an outstanding opportunity for a creative, entrepreneurial and visionary academic leader.







## Academics

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**Graceland creates  
learning communities  
where students  
develop their potential  
for meaningful and  
productive lives.**

**~ Graceland's mission since 1895.**

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The rich liberal arts foundation of Graceland University informs the mission of its five schools. This purpose is strengthened by the innovative redesign of the traditional general education curriculum, implemented in 2017, into a thematically focused program that is framed within the AAC&U's LEAP initiative and its essential learning outcomes and high-impact practices.

Graceland University has an outstanding academic reputation with top recognition for innovative programming from the American Council on Education. Graceland's School of Nursing's online master's program has been rated among the top 10 nationally, and the Gleazer School of Education's online master's degree was recognized nationally among the top five.





## One University – Two Campuses



- **The Lamon, Iowa, residential campus**  
encompasses a beautiful living and learning environment of 170 acres and 28 buildings. It is a striking blend of attractive, architecturally interesting buildings, a picturesque lake, and expansive athletic and recreational fields. Resch Science and Technology Hall, Shaw Center for the performing arts and The Helene Center for the Visual Arts are among the finest facilities of their kind.
- **The Independence, Missouri, campus,**  
located in the hometown of Harry Truman, the 33rd President of the United States, is just a few minutes west of the historic Independence Square. The campus sits on nine beautifully landscaped acres with a modern three-story building featuring a 275-seat auditorium, spacious atrium classrooms, skills labs and an award-winning health services library. The campus is conveniently accessible from almost any point in the Kansas City metro area.





- **The College of Liberal Arts and Sciences**

With five different areas of study – science and math, health and movement sciences, humanities, social sciences, visual and performing arts – the College of Liberal Arts and Sciences makes up the majority of students on the Lamoni campus. Innovative and traditional teaching practices foster the critical-thinking skills needed in an ever-changing, complex global community.

- **The Sandage School of Business**

Students engage in career-oriented majors, including interdisciplinary majors offered in collaboration with liberal arts and sciences divisions. All Graceland students have opportunities to participate in a nationally recognized Enactus program, and the school is ranked as one of the top 50 most innovative small college business departments.



- **The Edmund Gleazer School of Education**

With a student-centered philosophy, Graceland's graduate and undergraduate teacher preparation programs prepare and support effective teacher candidates who *Care, Reflect, Lead, and Collaborate* (GSOE's conceptual framework). The online Master of Education was recently honored with the prestigious United States Distance Learning Association Award for Best Practices in Distance Learning Programming. The teacher undergraduate education program is approved by the Iowa Department of Education.



- **The School of Nursing**

Graceland offers a Bachelor of Arts in Health Care Management, RN to BSN, RN to MSN, and Doctor of Nursing Practice degrees online. In addition, a pre-licensure BSN program is provided face to face. The School of Nursing boasts an award-winning program that has historically been one of the best in the nation and now offers the first doctoral degree available from Graceland University.

The baccalaureate degree in nursing, master's degree in nursing, and Doctor of Nursing Practice at Graceland University is accredited by the Commission on Collegiate Nursing Education. One Dupont Circle, NW, Suite 530, Washington, DC 20036, (202)887.6791. The master's and doctoral degrees in nursing have full approval status with the Iowa State Board of Nursing. The baccalaureate degrees in nursing have full approval status with the Iowa and Missouri State Boards of Nursing.



- **The Community of Christ Seminary**

In 2002, Graceland University partnered with Community of Christ to offer a Master of Arts in Religion. It is a two-year, 31-hour, part-time hybrid (online and face-to-face) program for bivocational and full-time ministers.

# Strategic Vision



Graceland's strategic vision is an ongoing dialogue that continually asserts the primacy of student learning through exceptional academics, experiences and value through growth. Graceland has established six strategic pathways to support this vision.

## 1. **Academics for the Future**

Graceland will develop programs that are in demand, distinctive and exemplify the value of Graceland.

## 2. **Holistic Student Experiences**

Graceland will prepare students to become change leaders by integrating exceptional academic, co-curricular and professional learning experiences.

## 3. **Strategic Enrollment and Retention Growth**

Graceland will establish and achieve strategic enrollment goals by building planned pipelines for recruitment and improved retention.

## 4. **Financial Stability and Learning Environment**

Graceland will ensure our long-term financial stability while improving the physical and online learning environments through organizational efficiency and strategic partnerships, fundraising and reallocation of resources.

## 5. **Distinctive Value**

Graceland will promote the value of a Graceland education, including exceptional academics, the arts, athletics, professional and co-curricular programs, a safe location and an inclusive environment. Graceland will be a university where students seek to enroll for exceptional value.

## 6. **Collaborative and Innovative Community**

Graceland will build a collaborative, innovative and productive workplace culture and improve operations to enhance students' experiences while keeping Graceland affordable.



# Fundraising and Finance



Graceland completed a successful \$75 million comprehensive campaign that raised a total of more than \$77 million, ending Dec. 31, 2015. Over \$50 million of the total was in cash for operating, endowment, grants, Shaw Center renovations, the Fitzgerald Fitness Center and completion of Resch Science and Technology Hall. For the next three years Graceland will focus on capital improvements on the Lamoni campus and student scholarships.

The university maintains an operating budget of approximately \$35.5 million. Its endowment stands at approximately \$50.0 million, including a public seminar subsidiary, which has provided over \$122.4 million to Graceland since it was purchased in 1995. Graceland carries approximately \$29.4 million in debt.

Graceland operates within a balanced budget each year and is executing a financial plan that will build reserves and the endowment.

# Athletics



As a member of the National Association of Intercollegiate Athletics (NAIA), Graceland's student-athletes compete on 20 varsity teams in the Heart of America Athletic Conference (Heart). The Graceland athletic website is GUJackets.com. In 2016-17, more than half the student body participated in Graceland athletics. During the 2016-17 school year, Graceland teams advanced to the national level of competition in wrestling, cross country, and track and field.

# Graceland by the Numbers



Founded **1895**

## Student Life

**43** Clubs and organizations providing  
**270** student leadership opportunities

Mascot: Yellowjackets “Sting”

Colors: Blue and Gold

Athletics Opportunities: **20** Varsity Sports

Member of the National Association of  
Intercollegiate Athletics (NAIA), competes in the  
Heart of America Athletic Conference (Heart)

## Academic Programs

**29** Undergraduate Majors

**4** Graduate Programs

**9** Pre-Professional Programs

## Faculty

Doctorate or Other Terminal Degree: **76%**

Student/Faculty Ratio: **17:1** for all  
campuses; **16:1** for Lamoni

## Enrollment

**2,000+** Undergraduate and Graduate  
Students

Over **900** Undergraduate Students on the  
Lamoni campus.

Representing **48** states and **30** countries  
on the Lamoni campus

Over **200** undergraduate students on the  
Independence campus and online.

Serving over **800** graduate students on the  
Independence campus and online.



# History



*Marietta Walker*

Community of Christ holds education as an important aspect of stewardship for each person. Graceland College was founded in Lamoni, Iowa, in 1895 and named “Graceland” for the graceful slope of the hill upon which the college was built. The first 20 acres were donated by Marietta Walker, after whom Walker Hall is named. The first building, which housed the entire college, was dedicated Jan. 1, 1897.

In 1910, Graceland began a cooperative nursing program with the Independence Sanitarium and Hospital in Independence, Missouri. Other programs were extended to Independence in 1968-69.

In 1920, Graceland was accredited by the North Central Association of Colleges as the first fully accredited junior college in Iowa. Four-year bachelor’s degree programs were added in 1960.

In 1995, Graceland acquired SkillPath Seminars Inc., a public seminar company in Mission, Kansas. Twenty-one years later, SkillPath acquired National Seminars Training (NST) to provide clients worldwide with lifelong learning through professional business training. ([www.skillpath.com](http://www.skillpath.com)) Today, SkillPath is part of the College for Lifelong Learning and Development.

In 1998, the Graceland Independence campus moved into a new building, deepening professional education in the region, especially nursing, education and business.

On June 1, 2000, Graceland became a university, furthering the mission that its founding men and women envisioned.



*Administration Building, 1897*



*Independence Campus*



# The Leadership Opportunity

Since its founding in 1895, Graceland University has been improving, innovating and adapting to meet the ever-changing needs of students in a rapidly changing world. At a time when affordability is perhaps more acute than ever, and as student demographics, educational needs and interests are all in flux, such nimbleness continues to be essential for a vibrant university.

Graceland University progresses on this journey of continuous improvement. A new president, Dr. Patricia H. Draves, is in place, and the Board of Trustees, faculty and staff are committed to creating an even greater university. A new strategic direction has been crafted, a highly successful capital campaign raising \$77 million has been completed, the two campuses have been refreshed and expanded, and difficult programmatic and personnel decisions have been made.

An experienced and able administrative team will be completed with the hiring of the new VPAA/Dean of the Faculty. This enthusiastic, experienced and entrepreneurial leader will be the key player in building and shaping an increasingly exceptional academic program – one that will include both new and revised programs and will appeal to both traditional and nontraditional markets.

Specific leadership opportunities include the following:

## **Commitment to the Liberal Arts, Professional Programs, Online and Graduate Education**

Graceland is known for its grounding in the liberal arts for all its programs. The new VPAA/Dean of the Faculty needs to be an articulate spokesperson for the relevance of the liberal arts as they relate to pre-professional, professional, online and graduate programs. This individual will have immediate credibility because of a record of outstanding teaching and scholarship coupled with a focus on student success.

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## **Creativity and Innovation**

In recent years, Graceland has seen dramatic change. The university has experienced rapid growth in professional programs, the addition of graduate studies and the continued development of online instruction. The new VPAA/Dean of the Faculty will need to continue and lead this evolution for a more comprehensive university. Completing the implementation of a new core curriculum, the expansion into new academic programs and markets and the strengthening of programs already in existence are on the agenda. The new VPAA/Dean of the Faculty must be an entrepreneur, an enabler and an encouraging leader, allowing the university to accommodate changes efficiently and effectively.



## **Advocacy and Accountability**

Working collegially with the president, academic administration, faculty and staff, the VPAA/Dean of the Faculty will provide respect, support and encouragement for their work in the university learning environment. This individual will be expected to build trust within the Graceland community by listening carefully; responding directly to issues of importance; advocating for students, faculty and staff; and building a consultative, collaborative and timely decision-making process. Likewise, this individual will encourage colleagues to be at the forefront of academic innovation and creativity and will be responsible to ensure individuals and departments are meeting their agreed upon goals.

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## **Shared Governance and Decision Making**

A strong university demonstrates a clear understanding of shared governance as it relates to decision making. The new VPAA/Dean of the Faculty will possess a mature understanding of this important principle and will contribute to a campuswide discussion, already underway, on who is responsible for input and decision making in various areas of the university. Universities who possess a clear understanding of shared governance experience robust collaboration, constructive debate and transparent, unambiguous decision making.

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## **Leading on Two Campuses and Beyond**

The VPAA/Dean of the Faculty will work closely with President Draves, as a team-oriented member of the Executive Council, in leading and managing the university and, in this context, will serve as a representative and spokesperson for the various colleges. The university also expects a leader who will be active and visible on both campuses, engaging in conversations, visiting classes and attending events. They will be expected to guide, encourage, motivate and celebrate accomplishments in all areas of the university.

The VPAA/Dean of the Faculty will play an especially important role in outreach, marketing and student recruitment efforts; in representing and speaking on behalf of the university; and in building relationships with schools, businesses, agencies and communities to advance the educational impact of Graceland.





## Desired Attributes and Characteristics for Leadership

The VPAA/Dean of the Faculty serves as the chief academic officer of the university and is responsible for advancing the university's educational mission and the evolving academic program. In fulfilling this role, this leader functions as the leader of and advocate for the academic programs and the faculty, a key member of the Executive Council and the chief liaison to the Academic Affairs Committee of the Board of Trustees. The VPAA/Dean of the Faculty oversees the work of the various academic units, as well as key administrative offices including the registrar, library, instructional design and academic support areas.

The successful candidate for the VPAA/Dean of the Faculty will be the one whose education, experience and accomplishments have prepared them to address the leadership opportunities described above, and one who can be identified by the following attributes of leadership and personal abilities:



**-a mission-centered leader** who demonstrates a deep understanding of and commitment to the mission and values of Graceland

**-a track record of increasing responsibility and accomplishment** that has prepared one with the knowledge and understanding to address the broad range of program, personnel and resource decisions required of the VPAA/Dean of the Faculty





**-a broadly prepared and experienced academic** capable of working with the university community and key constituents in articulating an academic vision and strategy for the future; one that builds upon Graceland's strong academic tradition, reflects current market needs and opportunities, and encompasses the liberal arts, professional programs, online and graduate education, as well as new modes of instruction

**-an entrepreneurial thinker** with experience in revising and developing new, high-quality academic programs, including those that will reach new markets and expand student enrollment

**-a gifted communicator** who evidences the ability to work effectively one on one, in both small and large group settings (on and off campus), and who is able and comfortable serving in the role of public spokesperson for the academic programs and the university

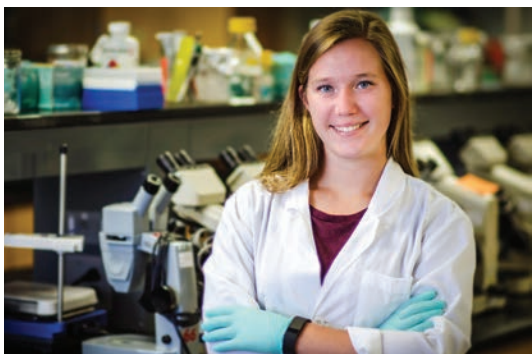


**-a "student" of higher education** with a strong knowledge base around recent trends and directions, including the growing role of accreditation and assessment, blended and online academic programs, and public expectations related to accountability and effectiveness



**-an effective decision maker** who understands the process of building support and consensus around ideas and courses of action; one who listens carefully, values transparency, considers diverse viewpoints, and who is then willing and able to make decisions and take action

**-a principled and trusted colleague** whose life and work evidences integrity and honesty and who is committed to the values of team building, transparency, collaboration and service as the foundation for effective leadership



**-a person of intercultural competence** with the ability to shape a university community that advocates, practices and promotes engagement across diverse groups

**-a seasoned diplomat** who is able to deal with ambiguity and uncertainty; can knit together two disparate campuses and faculties; is resilient, kind and ambitious; and brings a sense of humor to the tasks at hand



# The Process of Candidacy

**Nominations and expressions of interest may be submitted electronically to:**

Kevin Brunner, PhD  
Chair, Search Committee  
Graceland University  
**[gracelandvpaa@agbsearch.com](mailto:gracelandvpaa@agbsearch.com)**

For full consideration, candidate materials should be received by March 1, 2018. Submit the following electronically in MS Word or Adobe PDF:

1. a letter of interest that directly addresses the leadership opportunities outlined in the profile above,
2. a resume/curriculum vita, and
3. the names, addresses and telephone numbers of four references. References will not be contacted without first securing the permission of the candidate.

**Questions regarding the search should be directed to:**

Richard F. Giese, PhD  
Executive Search Consultant  
AGB Search  
434.202.0935 (phone)  
330.428.4271 (cell)  
[richard.giese@agbsearch.com](mailto:richard.giese@agbsearch.com)

Equal Opportunity Employment has been, and will continue to be, a fundamental principle at Graceland University, where employment is based upon personal capabilities and qualifications without discrimination because of race, color, creed, gender identity, religion, sex, age, national origin, disability, sexual orientation or any other protected characteristic by law. This policy applies to all policies and procedures relating to recruitment and hiring, benefits, termination and all other terms and conditions of employment. Questions or concerns should be referred to the Human Resources Office at [personnel@graceland.edu](mailto:personnel@graceland.edu).

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the U.S. and complete employment eligibility verification paperwork.