MISSION STATEMENT

The mission of the Association of American Colleges and Universities (AAC&U) is to make liberal education and inclusive excellence the foundation for institutional purpose and educational practice in higher education. (Approved by the Board of Directors, 2012)

ABOUT AAC&U

Summary
AAC&U is the leading national association committed to the quality, vitality, and public standing of undergraduate liberal education. Its members are concerned with extending the advantages of a liberal education to all students, regardless of academic specialization or intended career. Founded in 1915, AAC&U now comprises more than 1,340 member institutions—including accredited public and private colleges, community colleges, liberal arts colleges, research universities, and comprehensive universities of every type and size.

AAC&U functions as a catalyst and facilitator, forging links among presidents, administrators, and faculty members who are engaged in institutional and curricular planning. Its mission is to reinforce the collective commitment to liberal education and inclusive excellence at both the national and local levels, and to help individual institutions keep the quality of student learning at the core of their work as they evolve to meet new economic and social challenges.

Information about AAC&U membership, programs, and publications can be found at www.aacu.org.

AAC&U’s Membership
As of March 2015, the membership of AAC&U stood at 1,347 members, including (per 2010 Carnegie type):

- 161 Associates institutions (12%)
- 330 Baccalaureate institutions (25%)
- 410 Masters institutions (30%)
- 224 Research/Doctoral institutions (17%)
- 222 Other (affiliate members, foundations, system offices, etc.) (16%)

The membership is evenly divided between public and private institutions.

Presidential Transition
In April 2015, Carol Geary Schneider announced her intention to retire from the presidency of AAC&U, effective June 30, 2016. The Board of Directors congratulates Carol on her remarkable achievements and long-standing leadership of the Association.
The search for the next president of AAC&U will be led by the Board, with the Executive Committee serving in the capacity of search committee. Information about the leadership transition is available on the web site at www.aacu.org/about/leadership-transition.

Size and Organization of Staff
At present, AAC&U employs fifty-one full-time and six part-time staff members. Its organizational headquarters are located at 1818 R Street, NW, Washington, DC. Fifty-four of the fifty-seven staff members work at the Washington, DC offices. The staff listing is available on the web site at www.aacu.org/about/staff. The organizational chart can be found at www.aacu.org/about/org-chart. Of the fifty-seven staff members, fifty-three are in continuing positions and four are in grant-funded positions. A budget model guides staff appointments and provides targets for grant funding of salaries in the educational affairs offices.

Budget
AAC&U’s fiscal year is July 1 through June 30. The fiscal year 2015 modified operating budget is approximately $9,325,000. The modified operating budget includes both the operating budget and all salaries and benefits, including those paid for with grants.

In a typical year, about 35% of AAC&U’s income is from membership dues; about 35% is from federal and private grant awards; and about 20% is from meetings and conferences. Publication sales and subscriptions and investment income also provide revenue to the organization.

The Association has unrestricted reserves of approximately $4.7 million, as of June 30, 2014. It has a few modest endowed funds (approximately $150,000). AAC&U owns two adjoining townhouses with a market value of about $6 million. The buildings are mortgage-free; AAC&U has no long-term debt.

Strategic Plan, 2013-2017
In its 2013-2017 strategic plan, Big Questions, Urgent Challenges: Liberal Education and Americans’ Global Future, AAC&U has committed to help the higher education community advance:

1. Liberal Education and America’s Promise (LEAP): Liberal Education as a Global Necessity
   Build shared commitment to provide ALL college students with the high-quality learning they need to succeed and thrive in an era of global interconnection and rapid societal and economic change.

   Promote a clear, contemporary and capacious framework for high-quality learning and students’ demonstrated achievement, providing an educationally meaningful compass to guide students’ pathways to degrees.

3. Equity: Innovation, Inclusive Excellence and Student Success
   Accelerate broad-scale systemic innovation to advance educational practices that engage diversity and challenge inequities in order to make excellence inclusive.

4. Social Responsibility: Integrative Liberal Learning for the Global Commons
   Advance “big questions/global commons” inquiry and innovation across the liberal arts and sciences and through cornerstone-to-capstone designs for general education that foster civic learning, ethical reasoning and engagement with U.S. and global diversity.
Continuing Programs and Funded Initiatives
AAC&U advances its goals through a combination of continuing programs supported by member fees and funded initiatives that advance campus-based educational reform.

The continuing programs include summer institutes for campus leadership teams, the Network for Academic Renewal—an annual series of four topical conferences, an Annual Meeting, three quarterly journals, including the flagship publication, *Liberal Education*, and a publications program (focused studies and reports) linked to AAC&U’s current priorities.

AAC&U is particularly known for the breadth and influence of its campus-based funded initiatives. Initiatives typically create collaborative networks of campuses working on common concerns. AAC&U’s recent and current projects have addressed: general education reform; global learning; undergraduate STEM education; faculty work and leadership; diversity, equity, and inclusive excellence; integrative learning; high-impact educational practices; and student success. AAC&U also is working extensively on forms of educational assessment that focus, deepen, and document students’ cumulative accomplishment in college.

Since 2005, AAC&U has been engaged in a national public advocacy and campus action initiative to champion the value of liberal education—for individual students and for a nation dependent on economic creativity and democratic vitality. *Liberal Education and America’s Promise (LEAP)* is intended to build new public understanding of the aims of higher education and to turn a spotlight on educational programs and practices that help *all* students, whatever their background or career aspirations, achieve those aims.

Composition and Role of Board
In accordance with the bylaws of the Association, the Board of Directors consists of up to thirty voting directors, including the five officers, twenty-one directors from member institutions, up to three “public” directors who are not affiliated with a member institution, and the Chair of the Board of Directors of the American Conference of Academic Deans (ACAD), who serves as an *ex officio* member.

Board members are elected for no more than two consecutive two-year terms of service. A majority of the directors are chief executive officers and at least three directors are senior academic officers. The directors of AAC&U are elected by the membership and are chosen to reflect the diverse membership of the Association and to bring diverse points of view to discussions and decisions.

Opportunities for the next AAC&U President
The role of the President is to provide creative and thoughtful intellectual leadership for AAC&U’s mission and strategic priorities to advance quality in liberal education in the U.S. In this capacity, the President will have the opportunity to:

- Provide proactive leadership and guidance for all of the major areas of the Association’s agenda, including ongoing programs, conferences, institutes, publications, and resources as well as grant-funded and special initiatives;
- Serve as a national spokesperson for higher education in keeping with the Association’s mission and activities—within the academy, with partner organizations and associations, with funders, and with the media and external stakeholders;
• Advance a culture of creativity, collaboration, excellence, inclusion, and responsibility among the AAC&U staff and community;

• Ensure careful and strategic deployment of financial resources through attention to the Association’s financial strengths and resource base;

• Strengthen and enhance resources by exploring new revenue streams, maintaining and cultivating relationships with foundation officers and donors, and entrepreneurially identifying new philanthropic opportunities;

• Build on the current strategic plan priorities (2013-2017) and engage in visionary and collaborative agenda-setting for the next strategic plan; and,

• Sustain and strengthen a culture of learning within the AAC&U staff and community, particularly one in which the Association’s vision, activities, and programs are grounded in direct knowledge from the members about their needs, priorities, and reform efforts in liberal education.

LEADERSHIP QUALITIES AND ATTRIBUTES

Reporting to the Board of Directors, the next President will join AAC&U at a moment of great evolution in higher education. Strong candidates for the presidency will possess an exemplary record of leadership and an unyielding commitment to liberal education. S/he will also possess the highest integrity and ethical standards.

In addition to these qualities, the next President of AAC&U must be:

• An individual deeply committed to the mission and values of the Association who has demonstrated that commitment in leadership roles and can translate the mission into strategic priorities and activities;

• An energetic and creative person with an inquiring mind, genuine enthusiasm for liberal education, and strong core values;

• A compelling intellectual with keen practical skills—an experienced leader with an appropriate combination of academic credentials and intellectual abilities sufficient to command the respect of the membership and successful managerial skills appropriate to lead a national, membership-based organization;

• A thoughtful individual who is engaged in relevant debates related to liberal education, inclusive excellence, college student success, and student learning assessment;

• A respected educator who has deep understanding, grounded in campus-based experience, of how education is carried out at colleges, universities, and community colleges;
• An inclusive leader who has a demonstrated record in valuing equity and diversity and understands the role of diversity and inclusive excellence in AAC&U’s mission and strategic priorities;

• An effective and efficient manager of people and programs who demonstrates and inspires integrity, professionalism, trust, and accountability;

• A strong communicator who is accessible both internally and to all constituencies of the AAC&U community and who will be a transparent, inclusive, communicative leader—and a good listener;

• An effective fiscal manager with strong budgetary acumen;

• A successful fundraiser with a breadth of experience, including managing relationships with foundation leaders and conceptualizing program proposals for grants;

• A leader who is comfortable with complexity, ambiguity, and criticism; and,

• An individual who demonstrates respect for, and understanding of, the organization’s history and legacy and recognizes how the Association’s past provides a strong foundation for its future.

CONTACT

The review of credentials will begin immediately and continue until the position is filled. For best consideration, send materials by July 1, 2015. The expected start date is in the summer of 2016. Nominations, inquiries, and applications may be sent in confidence, to:

Shelly Weiss Storbeck, Managing Partner
Julia Patton, Senior Associate
Storbeck/Pimentel and Associates, LP
AACUPresident@storbeckpimentel.com

AAC&U believes that a broadly diverse staff is critical to achieving excellence as a national higher education association. We seek to recruit, develop, and retain the most talented people from a diverse candidate pool. We are fully committed to equal employment opportunity and compliance with the full range of fair employment practices and non-discrimination laws.