



AMERICAN UNIVERSITY
WASHINGTON, DC

PRESIDENTIAL SEARCH PROSPECTUS

OVERVIEW

The Board of Trustees of American University (AU) invites nominations and applications for the position of president of the university. The president is the chief executive officer of the university and serves as an *ex officio* on the Board and its standing committees.

We seek an accomplished and energetic executive who has gained distinction as an institutional leader and fundraiser, preferably with extensive experience in a university setting similar to AU's. The new president is expected to be selected by the spring of 2024 and take office in the summer. This position profile provides a description of American University, a summary of the challenges and opportunities that it faces for the future, and a statement of the qualifications sought in the new president. Refer to american.edu/about for additional information about the university.



THE UNIVERSITY

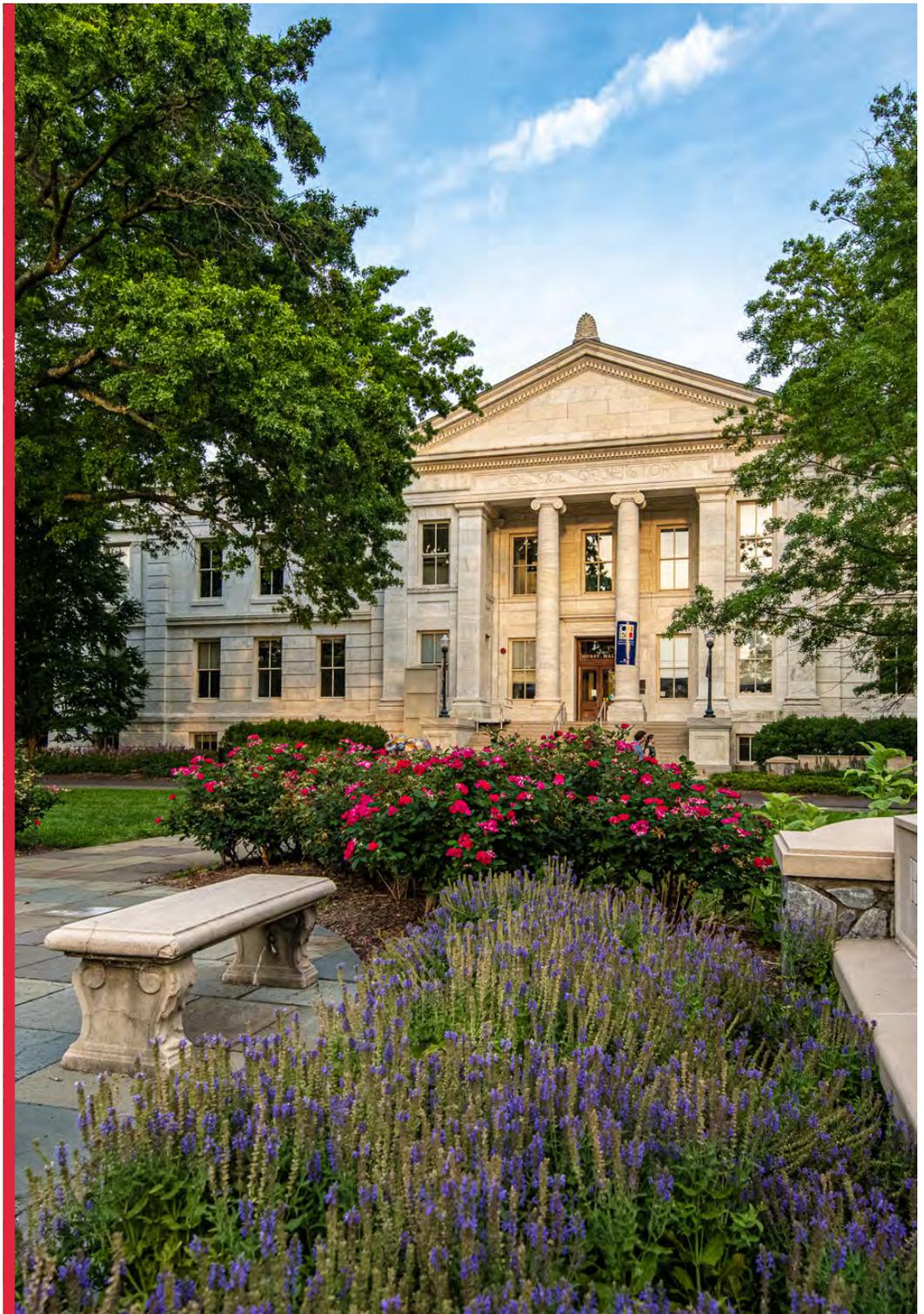
American University is a private, coeducational doctoral institution located in Washington, DC, with highly ranked schools and colleges, internationally renowned faculty, and a reputation for creating meaningful change in the world. Our students distinguish themselves through their service, leadership, and ability to creatively impact global and domestic challenges and opportunities.

Passion becomes action at AU. Students actively engage in the world around them, and the leaders of today train the leaders of tomorrow.

INSTITUTIONAL BACKGROUND

American University is a Methodist-affiliated institution chartered by Congress in 1893. An answer to George Washington's call to create a national university in the nation's capital, AU was established to train public servants seeking graduate-level educations, a vision it holds to this day. The inaugural class graduated in 1916, and by 1925, the first undergraduate students were admitted.

From the beginning, AU has been groundbreaking in its commitment to inclusion. Five women were among the first students—even before the 19th Amendment granted them the right to vote. The university also enrolled Black/African American students at a time when racial segregation was still practiced in Washington, DC. And the Washington College of Law, incorporated in 1898, is the first law school founded by women.





LOCATION

Strategically located in a beautiful residential district of Washington, DC, our 84-acre campus—an accredited arboretum—combines the advantages of a traditional college setting with unparalleled access to the energy, culture, and opportunities of a global capital city. AU provides an intimate community within an urban setting, where the stunning sights of our nation's capital are never far from view.



MISSION

TO ADVANCE KNOWLEDGE, FOSTER INTELLECTUAL CURIOSITY, BUILD COMMUNITY,
AND EMPOWER LIVES OF PURPOSE, SERVICE, AND LEADERSHIP.



VISION

A leading student-centered research university, American University is where passionate learners, bold leaders, engaged scholars, innovators, and active citizens unleash the power of collaborative discovery. We partner with key organizations in the Washington, DC, region, and around the globe to better the human condition, learn from a vast array of experiences and internships, create meaningful change, and address society's current and emerging challenges.



VALUES

INTEGRITY

EXCELLENCE

HUMAN DIGNITY

COMMUNITY

DIVERSITY, EQUITY,
ACCESSIBILITY, AND
INCLUSIVE EXCELLENCE

FREE INQUIRY AND
SEEKING TRUTH

IMPACT



STRATEGIC PLAN

Our seven-year strategic plan, *Changemakers for a Changing World, 2019–2025*, is organized around three themes—scholarship, learning, and community—to further transform and extend American University’s impact and excellence. From doubling externally funded research and building an extensive infrastructure to support faculty scholarship to creating a new paradigm for student thriving at AU to building AU’s connection to communities on campus, in our region, and around the world, the plan captures the strengths of AU’s dynamic students, faculty, and staff to move our mission forward.



ACADEMICS

American University offers 79 bachelor's programs, 93 residential master's programs, 20 online master's programs, 11 doctoral programs, 13 law programs, and 100 undergraduate and graduate certificate programs through its eight schools, colleges, and academic divisions:

- College of Arts and Sciences
- Kogod School of Business
- School of Communication
- School of Education
- School of International Service
- School of Public Affairs
- Office of Graduate and Professional Studies
- Washington College of Law

Students select personalized and multidisciplinary curriculums that focus on experiential learning, theoretical study, and twenty-first-century skill building taught by experts, scholars, and researchers in public affairs, law, history, economics, business, international relations, education, science, communication, and the arts. Opportunities abound for dual degrees

and internships, and AU offers more than 130 study abroad and exchange programs, as well as immersive study programs in Washington, DC, and other US locations.

Our pioneering centers, institutes, and initiatives undertake research on the world's most pressing issues and carry out AU's mission to produce novel ideas that inform society and enable decision makers to adopt evidence-based practices.

The **Sine Institute of Policy and Politics**, which celebrates its fifth anniversary this year, is a laboratory for university-wide collaboration and an incubator for policy innovation. Its mission to promote common ground and develop nonpartisan solutions to the world's most pressing challenges remains steadfast as it brings together changemaking leaders from academia, business, government, journalism, politics, and the nonprofit sector.

AU is also home to the nation's first **Antiracist Research and Policy Center**, an interdisciplinary hub for the research and practice of racial justice and intersectional liberation. Since its 2017

founding, the ARPC has convened scholars, educators, community-based changemakers, cultural workers, and policy advocates in sustainable and equitable collaborations.

The **Center for Media and Social Impact** focuses on independent, documentary, and public media and seeks to bridge boundaries between scholars, producers, and communication practitioners across media production, public policy, and audience engagement. CMSI produces resources for academic research, organizes conferences and events, and works collaboratively to understand and design media that makes a difference.

The new **Khan Cyber and Economic Security Institute**, launched in partnership with Cyber Range Solutions, will transform cyber education by grounding technical exercises in the context of national security and economic policy. Simulations conducted at the institute's state-of-the-art cyber range will instruct students and train cyber security professionals on incident response, network security, and the protection of critical assets and infrastructure against cyberattacks.

A wide-angle photograph of a modern library study area. The room features long wooden tables and black chairs. Several students are seated at the tables, some working on laptops. The ceiling is a grid of recessed lights, and there are several large, cylindrical pendant lights hanging from the ceiling. Large windows on the right side of the room offer a view of the outdoors. In the background, a sign on a wall reads "SPECIAL COLLECTIONS GOODMAN RARE BOOK COLLECTION WCL ARCHIVES".

SPECIAL COLLECTIONS
GOODMAN RARE BOOK COLLECTION
WCL ARCHIVES

ACCREDITATION

AMERICAN UNIVERSITY IS ACCREDITED BY
THE MIDDLE STATES COMMISSION ON HIGHER EDUCATION



FACULTY AND RESEARCH

In addition to more than 900 full-time faculty members—94 percent of whom hold the highest degree in their field—AU draws more than 700 adjunct faculty from DC’s professional community of policymakers, diplomats, journalists, artists, writers, scientists, and business leaders. With a 12:1 student-to-faculty ratio and average class sizes of 21 for graduate students and 17 for undergraduates, students benefit from individualized attention and one-on-one mentorships as they develop deep connections with thought leaders, award-winning academics, and committed teachers. With more than \$50 million in externally funded research in FY2023 (a total that more than doubled over three years), AU faculty scholars are developing actionable knowledge to address today’s most pressing challenges.



ENROLLMENT

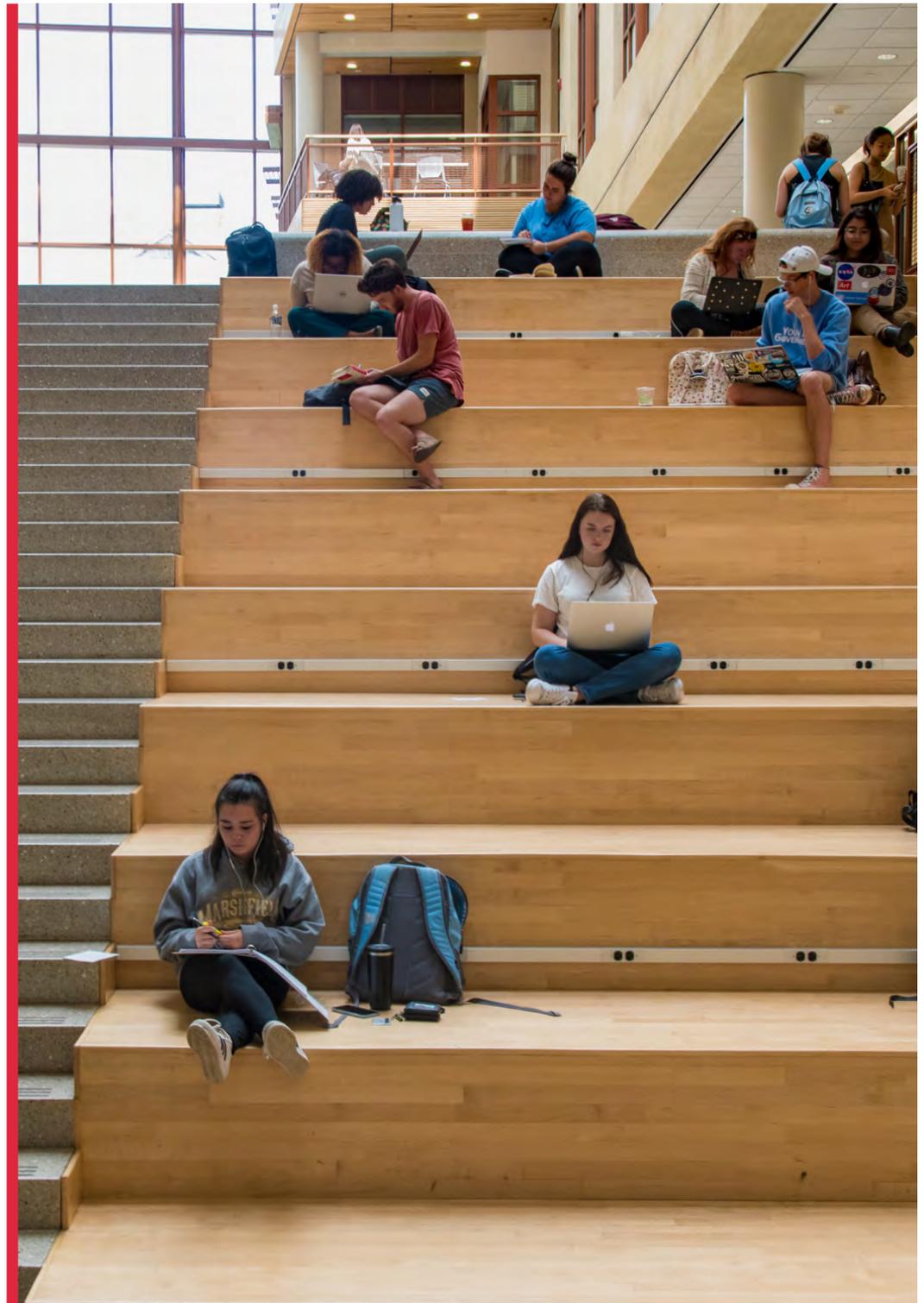
In fall 2023, approximately 13,019 enrolled at AU, with 7,571 degree-seeking undergraduates, 3,613 degree-seeking graduate students, 1,498 law students, and 337 students in nondegree programs.

Our campus-based student body is globally diverse, with all 50 states, the District of Columbia, US territories, and more than 110 countries represented. International learners constitute 8 percent of graduate students and 13 percent of undergraduates.

CAMPUS LIFE

With more than 150 student-led organizations on campus, AU students have ample opportunities to develop leadership skills, build community, and have fun. The university's 11 residence halls are dynamic, close-knit communities that encourage learning and living in positive and supportive settings. Black Affinity Housing provides an intentional space dedicated to celebrating, exploring, and validating Black students' experiences at AU and beyond. For students with common academic interests, living-learning communities provide living environments that support scholastic success, cultivate safe and supportive surroundings, inspire personal growth, and foster social responsibility.

The new Student Thriving Complex will provide three vital gathering places for students, bringing together academic support services, physical and mental health resources, and wellness programs in one convenient location.





INCLUSIVE EXCELLENCE

We envision a thriving AU community where equity prevails because diverse ideas and perspectives from individuals of all identities and experiences are understood, appreciated, and fully included. As the cornerstone for achieving institutional and educational excellence, *AU's Plan for Inclusive Excellence* reflects the university's commitment to holding ourselves and each other accountable for achieving real change.

COMMUNITY SERVICE

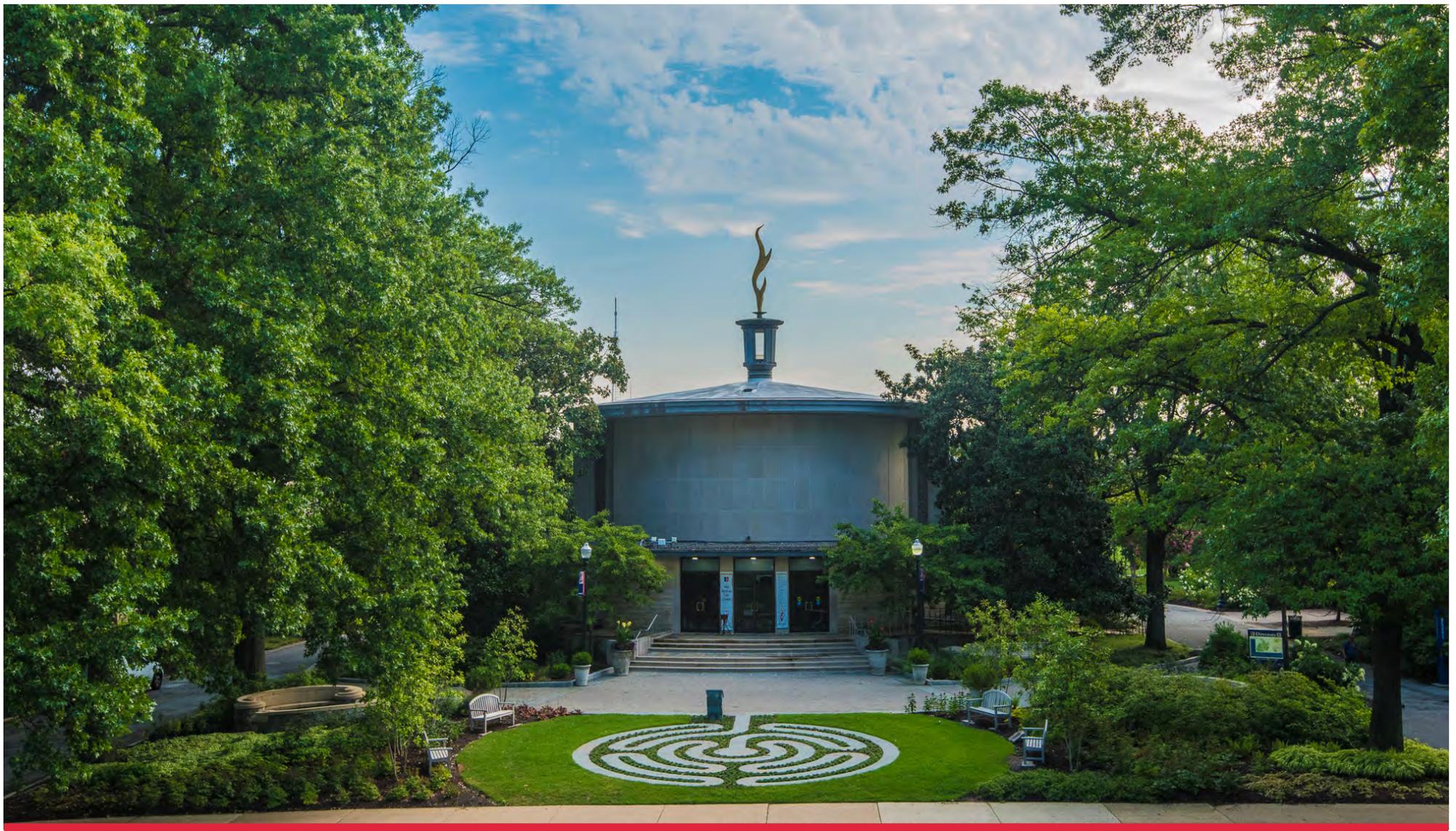
Joining the DC community is an important part of the student experience at AU, and the Center for Community Engagement and Service is our hub for community outreach, volunteering, and service-learning opportunities in Washington, DC, and beyond. Through the Community Service-Learning Program, students can earn credit toward graduation by working with local nonprofit organizations. Besides obtaining hands-on experience beyond what they would learn in a classroom, students create an impact in the DC community through service. During academic year 2022–23, more than 1,000 student volunteers—13.3 percent of the undergraduate population—spent more than 13,000 hours working with 270 community nonprofit organizations and schools.





LIBRARY AND INFORMATION SERVICES

The American University Library serves as the academic epicenter of campus, providing essential and innovative services that include a robust collection of e-books, databases, archival materials, and millions of print volumes, bolstered by our membership in the Washington Research Libraries Consortium. Subject specialist library faculty are embedded in the campus community and curriculum from information literacy instruction and research assistance to advancing strategic open scholarship at AU. Our makerspace and new digital research and inquiry lab promote creativity, innovation, collaboration, and experimentation with cutting-edge educational tools and methods.



SPIRITUAL LIFE

Home to many vibrant and active faith communities, American University encourages the diversity of thought and belief. Kay Spiritual Life Center is an interfaith center where people of all beliefs can explore meaning, discern purpose, and find community.



ATHLETICS AND RECREATION

American University is an NCAA Division I school, competing at the highest level in 16 varsity sports, seven for men and nine for women. The department also offers a multitude of club, intramural, and recreational opportunities for students.

AU is one of 10 member schools in the Patriot League, while the wrestling team competes in the Eastern Intercollegiate Wrestling Association, the oldest athletic conference in the United States. Since joining the Patriot League in 2001, AU has won 47 postseason team championships and has garnered 131 individual and relay conference titles in cross country, track, and swimming. Despite having participated

in the league for only 14 years at the time, American placed an impressive 40 student-athletes on the Patriot League's 25-Year Anniversary Teams.

Five individual NCAA National Champions have come out of American University. The first national champion was Peter Chen in the pole vault in 1966, and the most recent national champion was wrestler Josh Glenn taking the title at 197 pounds in 2007.

American University student-athletes have earned Patriot League Scholar-Athlete of the Year honors a total of 67 times across all 15 league sports since 2001. In the classroom, the Patriot League's full-

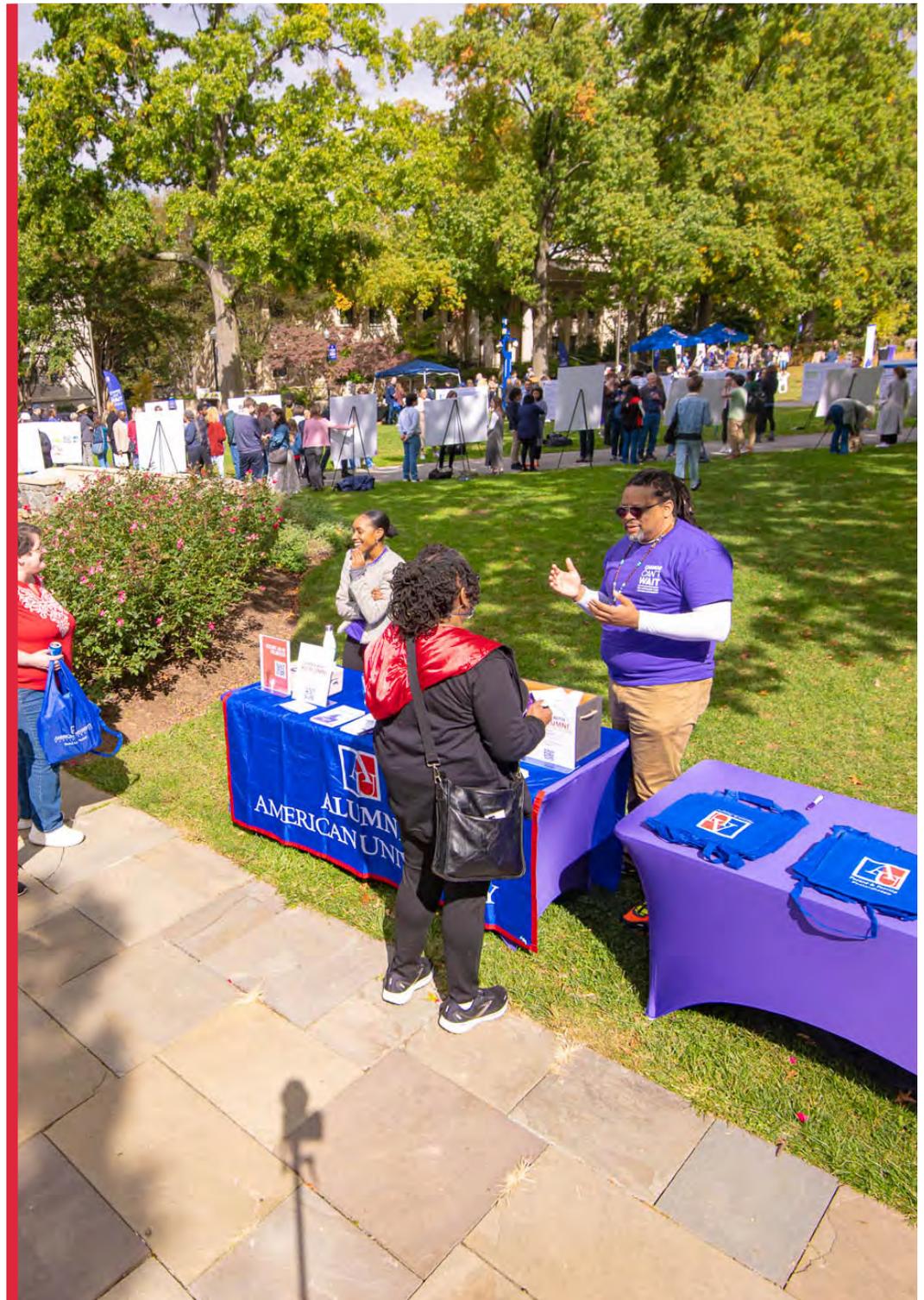
member institutions consistently rank among the top Division I programs in the NCAA Graduation Rates Report. Since 1998, the Patriot League has ranked first among all Division I conferences offering scholarships in student-athlete graduation rates according to the NCAA Graduation Rates report.

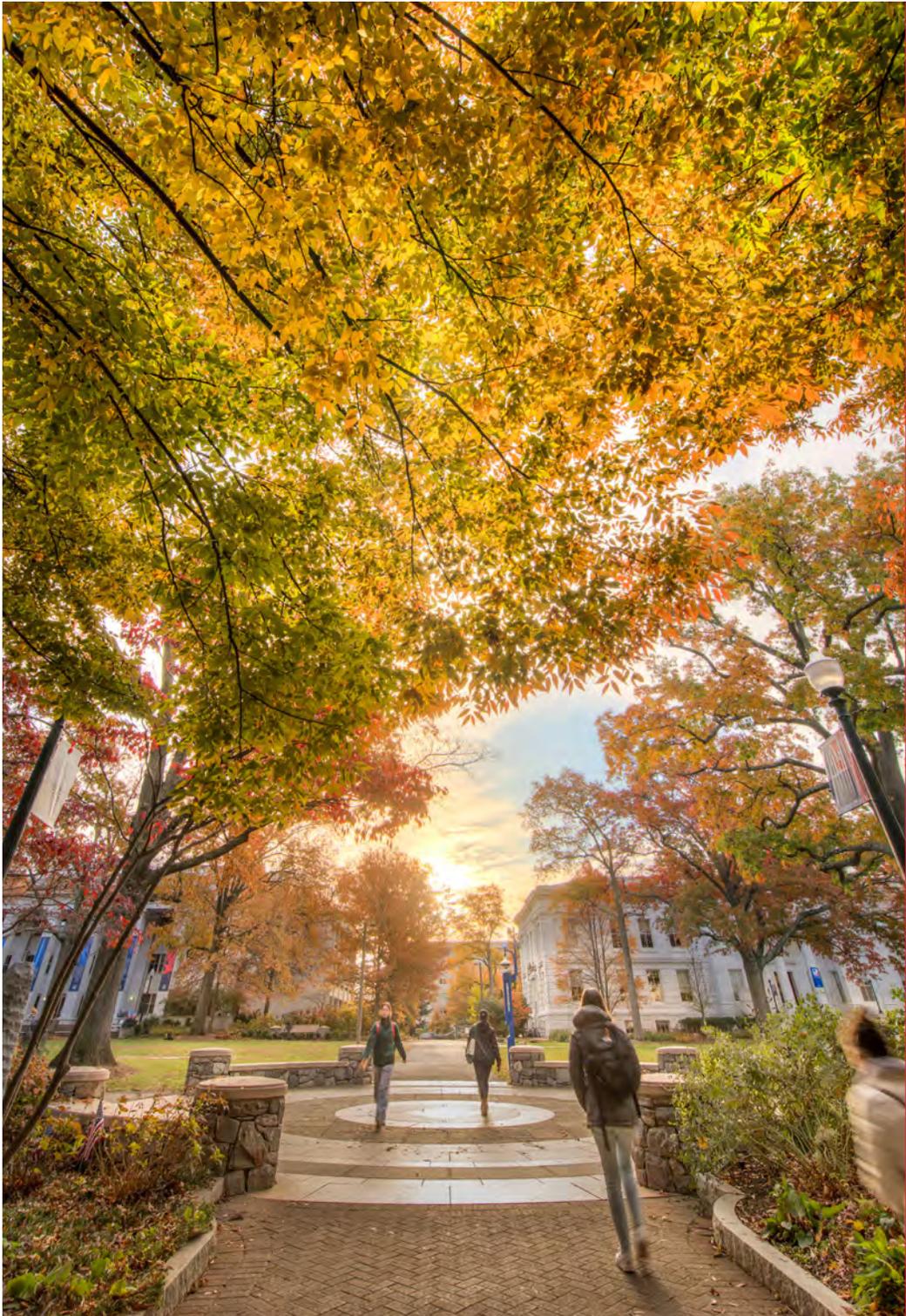
AU's Department of Athletics and Recreation prides itself on its core values: integrity, respect, accountability and excellence, with a philosophy of "Character Forged Through Competition." The AU Blue Crew—the official AU Athletics student-led fan group—boasts more than 3,500 members and is the largest student organization on campus.

ALUMNI

AU's Alumni Association engages and sustains a lifelong and worldwide community of more than 145,000 alumni around the world through opportunities for meaningful engagement aimed at increasing awareness, pride, participation, volunteer involvement, and philanthropy to the university. Twelve affinity groups and networks provide opportunities to connect with friends and current students.

Our alumni base, together with parents and families, is generous in its support of the university. For the third consecutive year, more than \$1 million was raised in unrestricted funding, more than double the amount raised in the first year of Change Can't Wait: The Campaign for American University. Gifts to equity-based funds have increased 17-fold over the course of the campaign, demonstrating that AU's commitment to inclusive excellence resonates with our community.





CAMPUS AND FACILITIES

Frequently recognized for its beautiful grounds, American University manages its landscaping with environmentally responsible practices. We use many techniques to promote native and adaptive species and reduce the use of harmful chemicals. The 84-acre campus is an accredited arboretum with more than 5,000 trees and 500 species and varieties of woody plants.

AU is proud to be the first urban campus, the first research university, and the largest higher education institution in the US to achieve carbon neutrality—a goal we achieved two years ahead of schedule.

We build and operate environmentally friendly and healthy spaces conducive to living, working, and learning. Our eight LEED-certified buildings reduce environmental impact through energy and water efficiency, low-impact and healthy building materials, and sustainable operations and maintenance procedures.

AU's newest building, the 125,000-square-foot Hall of Science, houses the biology, environmental sciences, chemistry, and neuroscience departments in a centralized location, cultivating cross-disciplinary collaboration through shared space and research laboratories.

Located within the three-story Katzen Art Center—the region's largest university facility for exhibiting art—the AU Museum hosts rotating exhibitions that emphasize political, international, and local contemporary art.



FINANCES

For fiscal year 2024, American University has a balanced budget of approximately \$894 million. The university also maintains financial resources, which include several reserve contingencies to manage unanticipated enrollment revenue losses, infrastructure needs, strategic initiatives, and compensation matters. For fiscal year 2023, the university's total change in net assets without donor restrictions totaled \$24 million. This measure is based on Generally Accepted Accounting Principles and represents the total net income for the university that is not based on donor-imposed stipulations.

AU has robust operating revenue sources, including 80% from tuition and fees, 8% from room and board, 4% from endowment, and 8% from other sources. These resources provide the foundation for our ongoing and growing investments in our academic programs and research, student thriving, plant assets, and strategic initiatives. They also provide a sound basis for the institution's risk mitigation in an increasingly competitive higher education environment.

AU's growing endowment provides the foundation to advance the university's changemaking ethos

for generations to come through its scholarships, professorships, and programmatic and operating funding. Change Can't Wait: The Campaign for American University continues to fuel the endowment's marked growth through increased philanthropy and strategic investment management.

As of June 30, 2023, the endowment was valued at approximately \$977 million. There were 643 endowed funds, which include both donor-restricted endowment funds and funds designated by the Board of Trustees to function as endowments.

The endowment funds support students, faculty, research, and the programs that set AU apart. Of these funds, 414 are endowed scholarship and fellowship funds that provided \$3.73 million in student support. The University's total endowment noted a return of 7.86% during fiscal year 2023.

Change Can't Wait is transforming both our current community and our future. As we approach \$450 million, we are in the final sprint toward our \$500 million goal.

\$127 million has been earmarked for financial aid, student support, experiential learning, and the campus environment. We have created or expanded 149 scholarships, elevating the student experience and making AU more accessible and affordable.

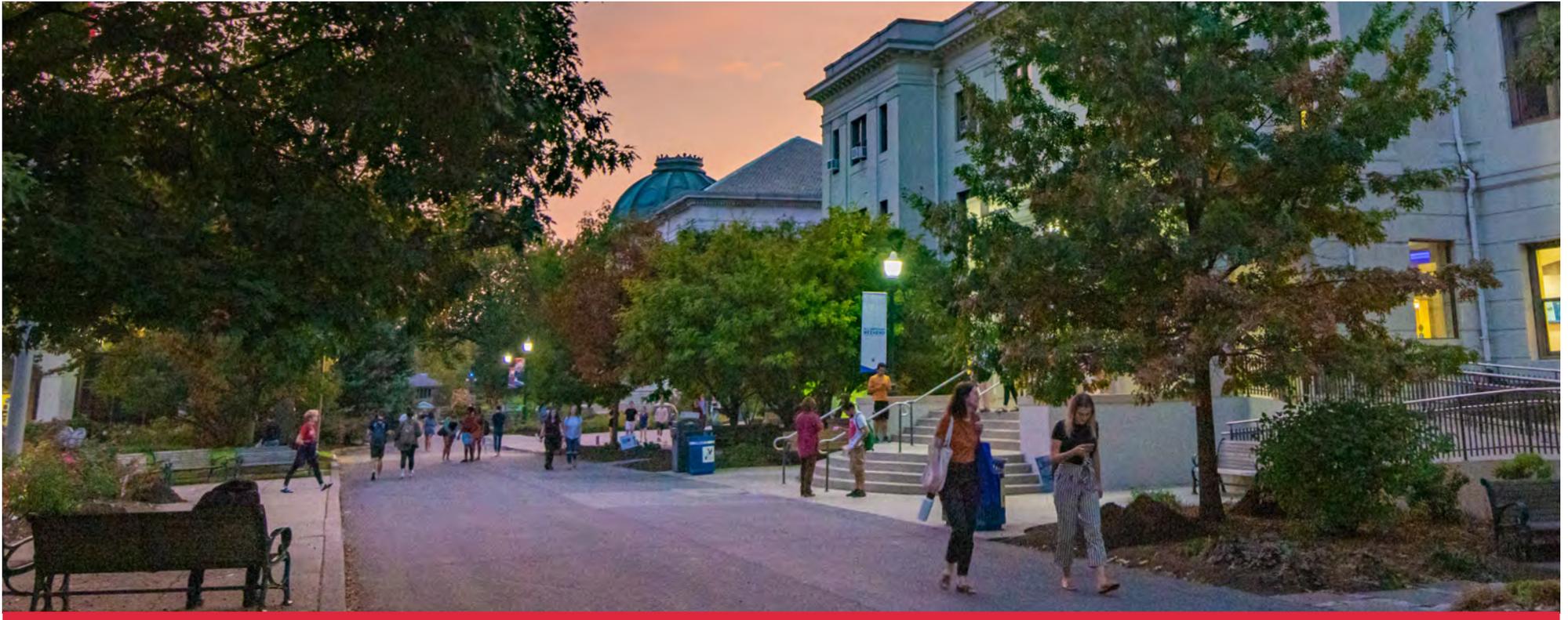
With \$154 million dedicated to faculty research and teaching, our centers and institutes, and support for the new Hall of Science, we are driving global impact by empowering scholar-teachers. We've created eight faculty chairs and named or established four centers or institutes, including Meltzer Schwartzberg Center for Israel Studies, Shahal M. Khan Cyber and Economic Security Institute, Sine Institute for Policy and Politics, and the Veloric Center for Entrepreneurship.

\$159 million will contribute to programs that support the university's work with the local DC community and American University Radio | WAMU 88.5. By building a reserve of unrestricted funds, we embrace our role as a community leader, generating opportunity, creating space for diversity of thought, and inspiring lifelong learning.



FINANCIAL AID

AU is committed to attracting, retaining, and supporting bright, talented, and passionate students with wide-ranging experiences and backgrounds—no matter their circumstances. Our comprehensive financial aid program recognizes both academic excellence and demonstrated financial need. With 80 percent of incoming students receiving aid and nearly \$100 million per year awarded to undergraduates, an AU education is affordable.



GOVERNANCE

American University's leadership is dedicated to implementing the academic mission, research enterprise, student support, and strategic vision of the university.

The governing body of American University is its Board of Trustees, which is responsible for safeguarding the university's assets and sustaining and advancing its integrity, traditions, values, and reputation. The board currently numbers 29 members, including two representatives from the United Methodist Church and the university president, all of whom serve ex officio, two faculty trustees, and one student trustee. Eighteen members of the Board of Trustees are AU alumni.

The president's cabinet works closely with the trustees and academic leadership to advise, develop, and implement university-side initiatives and oversee operation of the university. Members of the president's cabinet, academic leadership, the university librarian, and others in senior leadership positions form the president's council.



POSITION SPECIFICATION

THE ROLE

The president of American University reports to the Board of Trustees and is responsible for the academic and administrative leadership of the University. Reporting to the president are the following leaders:

- Provost and Chief Academic Officer
- Vice President, Inclusive Excellence
- Vice President, Student Affairs
- Vice President, Undergraduate Enrollment Management
- Vice President, General Counsel and Board Secretary
- Vice President and Chief Communications Officer
- Vice President of Finance, Chief Financial Officer and Treasurer
- Vice President, University Advancement
- Vice President and Chief Information Officer
- Director, Athletics and Recreation
- Vice President, Administration and Chief Administrative Officer
- Chief of Staff to the President
- Senior Assistant to the President

KEY PRIORITIES

The president will lead the development and implementation of a vision and strategy that moves American University's mission and community forward in pursuit of the key values of knowledge, service, and inclusive excellence. The president inspires excellent implementation of strategies and programs, serves as chief fundraising officer, oversees university resources, enhances outstanding professional opportunities for faculty and staff, advances university reputation, and ensures the superiority of AU's educational programs.

In addition to the daily responsibilities of running the university, the next president will have the opportunity to focus on the following opportunities.

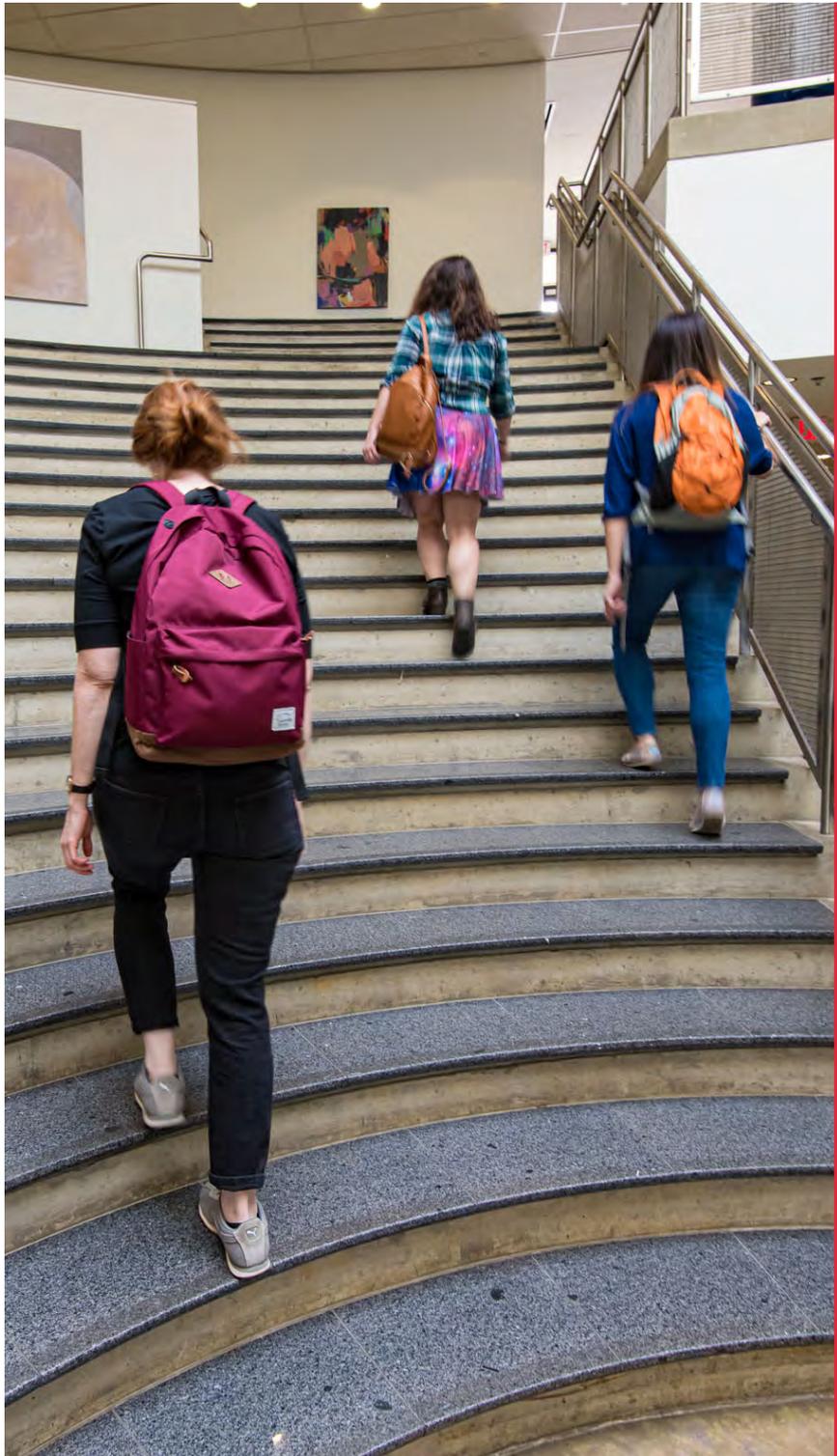


PROVIDE TRANSFORMATIONAL LEADERSHIP

- Collaboratively develop a vision that builds on AU's strong foundation and recent success to elevate the university and the community to their next level of achievement, growth, and impact;
- Anticipate higher education trends and workforce shifts to act on opportunities that add value to AU's mission and community;
- Create and advance undergraduate and graduate educational opportunities and student experiences that attract the next generation of AU students and offer unique learning that prepares them for careers and lives of purpose;
- Champion opportunities that make AU a great place to work for faculty and staff;
- Establish a culture that values connection, understanding, and collaboration to foster sense of identity, shared community, and belonging;
- Advance the collaborative and interdisciplinary opportunities for research and academic programs.

RAISE VISIBILITY, REPUTATION, AND RESOURCES

- Articulate American's distinctive advantages and value proposition and enhance its brand and reputation;
- Cultivate partnerships and collaborations locally, regionally, nationally, and globally to leverage American University's strengths and knowledge and make impactful change;
- Lead ambitious fundraising efforts to support American University mission and financial health and grow the endowment;
- Build on strong foundation and local DC relationships to continue positioning AU as an anchor institution in Washington, DC;
- Engage and activate alumni in the life and support of the university; and
- Support and sustain student enrollment, retention, and thriving.



SUPPORT THE STUDENT EXPERIENCE AND ACADEMIC EXCELLENCE

- Promote programs and resources that provide American University's purpose-driven and passionate students with a unique experiential learning and dynamic community environment for academic and personal development and career preparation;
- Establish strong prospective undergraduate and graduate student pipelines and support effective recruitment and yield efforts;
- Advance proactive and sustained retention strategies that empower students to thrive at American University, pursue their passions, and engage internal and external opportunities and support networks that promote positive outcomes that lead to graduation;
- Invest in American's faculty and support their pursuit of the highest levels of achievement in curricular innovation, teaching, research, scholarship, creative output, and student engagement;
- Improve the student experience by developing, enhancing, and promoting traditions, social engagement, and community throughout all aspects of the campus; and
- Nurture an intellectual and extracurricular community that supports students, faculty, staff, and alumni in their pursuits of impact.

SUPPORT FACULTY AND STAFF AND STRENGTHEN ORGANIZATIONAL CULTURE

- Support the attraction of new faculty, and the development and retention of current faculty;
- Invest in the recruitment, development, and retention of staff;
- Drive strategic investments in campus infrastructure and technology that further AU's mission and support the community;
- Foster a campus culture of accountability, enhance data-informed analysis and decision making, and lead transparent communications and engagement;
- Establish budget priorities and enhance financial stability in a multipronged approach that includes the diversification of revenue streams; and
- Improve operational effectiveness through partnerships, service optimization, and innovation.
- Support and sustain student enrollment, retention, and thriving.



QUALIFICATIONS

American University seeks an inspirational, bold leader who will collaboratively shape the institution's next chapter of impact. Serving as the university's ambassador, brand-builder, and strategist, the president will bring leadership experience and an understanding of the higher education landscape to position AU for the future. Alongside the AU community, the president will define a vision for the university that will build on and augment AU's research and teaching strength, service and social justice orientation, advantageous Washington, DC, location, and high-quality students, staff, and faculty. The president will be an effective relationship and community builder who can engage, energize, and unify a broad range of constituents.

The president must hold an advanced degree; a terminal degree is preferred. Strong candidates will be expected to demonstrate the following qualities:

- Nuanced understanding of academic institutions and the higher education landscape;
- The ability to foster a culture of academic excellence, research, and unique experiential learning opportunities;
- Strong business acumen and fiscal management experience;
- Outstanding communication skills, including writing, public speaking, interpersonal engagement, and active listening;
- Enthusiasm to represent AU, advocate on its behalf, and to inspire others to support its mission;
- A proven ability to raise funds and establish partnerships that support the larger mission;
- An analytical strategist and innovative thinker, who can anticipate trends, seize opportunities, and manage change;
- A systems thinker who can manage complexity, collectively problem-solve, and make difficult decisions;
- A dynamic leader who motivates others, develops strong teams and synergistic partnerships;
- A collegial consensus builder who possesses a deep appreciation for shared governance;
- Dedication to academic and operational excellence supported by innovative programs, recruitment and retention of outstanding faculty and staff, and unique student opportunities;
- Action-oriented and committed to incorporating diversity, equity, and inclusion values across organizations;
- Student-centered and driven to provide a robust academic and collegiate experience;
- National and international perspective, including an interest in seizing opportunities nationally and globally to advance AU's impact; and
- Genuine, empathetic, approachable, accessible, and possessing impeccable personal and professional integrity.



AMERICAN UNIVERSITY
WASHINGTON, DC

NOMINATION AND APPLICATION PROCEDURE

Interested individuals should provide an electronic version of their résumé or curriculum vitae (Microsoft Word or PDF strongly preferred). A letter describing interest in, and qualifications for, the position is recommended, but not required. All inquiries, nominations, and applications should be sent to AUPresident@russellreynolds.com.

American University does not discriminate on the basis of race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, gender identity and expression, family responsibilities, political affiliation, disability, source of income, place of residence or business, veteran status, or any other bases under federal or local laws in its programs and activities, including employment and admission. The university also expressly prohibits any form of sexual misconduct, including sexual harassment, dating and domestic violence, sexual assault, sexual exploitation, and stalking. For information, contact the assistant vice president for equity and Title IX coordinator (equityoffice@american.edu, 202-885-8080) at American University, 4400 Massachusetts Avenue NW, Washington, DC 20016.

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