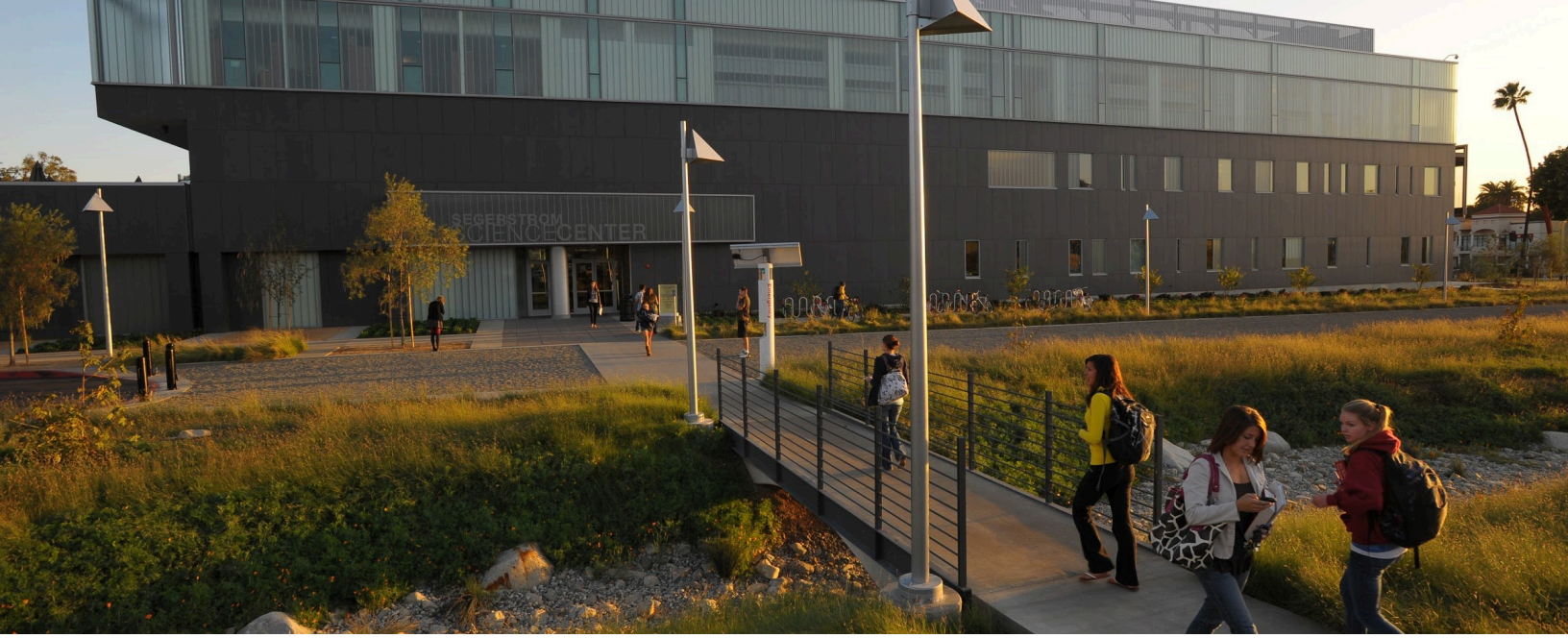


AZUSA PACIFIC UNIVERSITY

# Vice President for Administration

Azusa, California

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# About Azusa Pacific University

Founded in 1899, Azusa Pacific University (APU) is a comprehensive, evangelical Christian university located in Azusa, California, approximately 26 miles northeast of Los Angeles.

With a longstanding commitment to its *God First* motto, APU prepares students to become disciples and scholars who make a difference in the world for Christ. The university's mission, *Forming disciples through Christ-centered academic excellence in transformational community*, is supported by four institutional cornerstones: Christ, Scholarship, Community, and Service.

A member of the Council for Christian Colleges & Universities (CCCU), APU serves more than 7,000 students through its main campus in Azusa, six regional locations across Southern California, and online programs. The university offers 59 bachelor's degrees, 34 master's degrees, seven doctoral programs, and 35 certificates and credentials across a broad range of academic and professional disciplines.

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| **1899**<br>*Founded* | **7,000+**<br>*Students* | **6**<br>*Regional locations* | **R2**<br>*Doctoral Research University* |
| **59**<br>*Bachelor's degrees* | **34**<br>*Master's degrees* | **7**<br>*Doctoral programs* | **35**<br>*Certificates and credentials* |

APU is recognized for its commitment to academic excellence, research, and student success. The Carnegie Foundation classifies APU as an R2 Doctoral Research University, one of only two institutions within the CCCU to hold this designation. In *The Wall Street Journal's* 2026 Best Colleges in the U.S. rankings, APU was recognized as the top Christian university in California and the highest-ranked CCCU institution for the second consecutive year, placing 62nd nationally. The university is also designated as a Hispanic-Serving Institution and an Asian American and Native American Pacific Islander-Serving Institution.




# Institutional Heritage and Mission

Azusa Pacific was founded as the Training School for Christian Workers and has maintained its commitment to Christian higher education for more than 125 years. The university's *What We Believe* document and institutional cornerstones provide the foundation for its academic programs, campus community, and approach to leadership.

APU serves students from a variety of Christian traditions while maintaining a clear evangelical identity. The integration of faith, learning, and service remains central to the university's purpose and to its vision for the future.

## *Institutional Leadership and Strategic Direction*




In July 2022, Dr. Adam J. Morris became the 18th president of Azusa Pacific University. President Morris previously served in several executive leadership roles at Biola University, including Executive Vice President, Chief Transformation Officer, and Chief Institutional Advancement Officer.

Under President Morris's leadership, APU has strengthened its academic programs, organizational leadership, and long-term financial sustainability. The university has experienced renewed enrollment growth, made important investments in its academic and campus infrastructure, and continued to advance its commitment to Christ-centered higher education.

This progress is helping guide APU's next chapter through the *Nehemiah Initiative*, the university's strategic plan for 2024–2030. The plan outlines a vision for building a new model of Christ-centered education at APU through four institutional priorities:

| 1 | 2 | 3 | 4 |
|---|---|---|---|
| **Proclaim God First in All Things** | **Advance Academic Distinction and Student Transformation** | **Unite in Purpose** | **Optimize Operations for Success** |

The university is also advancing a comprehensive campus master plan developed in partnership with Gensler, an international architecture and design firm. The plan considers the long-term development of APU's East and West campuses, including academic facilities, student spaces, infrastructure, and opportunities to make more effective use of the university's real estate assets.

Complementing these efforts is a $125 million comprehensive fundraising campaign supporting APU's future growth and institutional priorities.

Together, these initiatives reflect APU's commitment to strengthening its academic offerings, investing in its campus community, and positioning the university for continued growth and long-term success.



# The Opportunity

Azusa Pacific University's mission is to form disciples through Christ-centered academic excellence in a transformational community. APU now seeks an experienced, strategic, and collaborative leader, and a committed follower of Jesus Christ, to serve as its next Vice President for Administration. Reporting directly to President Morris and serving as a member of the President's Cabinet, the Vice President will provide executive leadership for three essential areas of the university: Human Resources, Information Technology, and Facilities and Campus Planning, including Real Estate.

The creation of this position reflects APU's commitment to strengthening its administrative leadership in support of its Christ-centered mission, strategic priorities, and continued growth. These functions currently operate within the broader Finance and Administration portfolio. Establishing a dedicated Vice President for Administration will allow for greater executive attention to the university's people, technology, facilities, and long-term operational needs, while enabling the Chief Financial Officer to focus more directly on financial leadership and strategy.

The Vice President will join APU as the university advances its Nehemiah Initiative, invests in its academic programs, and moves forward with an ambitious campus master plan. APU approaches this season as faithful stewardship of a calling, grounded in the four cornerstones of Christ, Scholarship, Community, and Service, and shaped by a Great Commission mindset and a passion for a diverse student body.

President Morris is seeking a leader who can assess the current operations of these divisions, develop strong leadership teams, and establish a vision for how they can best serve the university in the years ahead. There is meaningful opportunity to strengthen employee development and a workplace culture that cares for colleagues as image-bearers of God, advance the university's use of technology and institutional data in service of scholarship and mission, and help shape a campus environment that supports academic excellence, spiritual formation, and the student experience.

The successful candidate will bring experience leading organizational change, developing people, and translating strategic priorities into practical improvements. This leader will also personally affirm APU's evangelical Christian identity and Statement of Faith, and will lead with humility, integrity, and prayerful dependence on God, living out a vibrant Christian faith in word and example. Working closely with the President, CFO, Provost, and other Cabinet members, the Vice President will help ensure APU's administrative operations are positioned to support the university's continued growth and long-term priorities. This is an opportunity for a leader who values collaboration, thoughtful stewardship, and the important role that effective administration plays in advancing the mission of Christian higher education, and who sees this work as a calling to serve God by serving the people and campus entrusted to APU.

## *Key Responsibilities*

### Human Resources and Workplace Culture

The Vice President will provide executive leadership for the university's Human Resources function, with responsibility for developing and supporting an effective, engaged, and mission-aligned workforce.

Responsibilities include:

- Develop and implement an institution-wide workplace improvement plan informed by APU's Best Christian Workplaces survey results, with particular attention to employee engagement, professional development, recognition, and retention.
- Strengthen talent acquisition, recruitment, and onboarding practices to improve the university's ability to attract and retain qualified, mission-aligned faculty and staff.
- Lead organizational development efforts that strengthen management effectiveness, accountability, employee development, and succession planning.
- Oversee compensation, benefits, and performance management programs, balancing the need to attract and retain employees with the university's financial resources.
- Establish professional development and leadership training opportunities that support employees at various stages of their careers.
- Promote a workplace culture characterized by trust, collaboration, clear communication, and a shared commitment to APU's mission.
- Evaluate opportunities for operational efficiencies and collaboration with APU Global, including potential shared services.

### Information Technology and Digital Innovation

The Vice President will oversee the university's Information Technology function and help establish a broader vision for how technology can support institutional effectiveness, academic excellence, and the student experience.

Responsibilities include:

- Provide strategic direction for enterprise technology, administrative systems, infrastructure, and technology services across the university.
- Partner with academic and administrative leaders to identify opportunities to improve teaching, learning, student services, and university operations through technology.
- Guide the continued development and use of APU's HelioCampus business intelligence platform, strengthening data accessibility, institutional reporting, and informed decision-making.
- Oversee improvements to enterprise systems, including PeopleSoft, cloud-based platforms, and related technology integrations.
- Help develop an institutional approach to artificial intelligence and other emerging technologies, considering operational applications, academic needs, responsible use, and long-term opportunities.
- Ensure appropriate cybersecurity protections, data governance, disaster recovery planning, and compliance with applicable requirements.
- Improve technology service delivery, reliability, and responsiveness for faculty, staff, and students across APU's main and regional campuses.
- Evaluate opportunities to coordinate technology services and capabilities with APU Global.

## Facilities, Real Estate, and Campus Planning

The Vice President will provide executive leadership for the university's facilities and physical assets, including oversight of campus planning, capital improvements, maintenance, and real estate initiatives.

Responsibilities include:

- Guide the implementation of APU's comprehensive campus master plan in partnership with university leadership, external consultants, architects, and appropriate governing bodies.
- Oversee facilities operations, grounds, building maintenance, campus improvements, and the overall condition of the university's physical environment.
- Develop and execute a long-term approach to deferred maintenance, capital improvements, energy management, and infrastructure renewal.
- Strengthen the planning, management, and execution of capital projects, ensuring appropriate attention to budgets, schedules, quality, and institutional priorities.
- Oversee space utilization and facilities planning to support academic programs, enrollment growth, student life, and administrative needs.
- Partner closely with the CFO on real estate planning, property development, and asset optimization opportunities. The Vice President will lead operational planning and execution while the CFO maintains responsibility for financial structuring and transaction terms, subject to appropriate approvals.
- Ensure compliance with applicable environmental health and safety requirements, building codes, accessibility standards, and other facilities-related regulations.
- Develop consistent standards of campus care and operational support across APU's East and West campuses and regional locations.






## Institutional Leadership and Administration

As a member of the President's Cabinet, the Vice President will contribute to university-wide strategy, decision-making, and organizational development.

Responsibilities include:

- Serve as a strategic advisor to President Morris and an active participant in Cabinet leadership and institutional planning.
- Advance the objectives of the Nehemiah Initiative, particularly Pillar Four, *Optimize Operations for Success*.
- Lead and develop the senior administrators responsible for Human Resources, Information Technology, and Facilities and Campus Planning.
- Establish divisional goals, performance measures, and accountability practices that support effective operations and continuous improvement.
- Work with the CFO to align operational priorities, staffing, capital needs, and resource allocation with the university's financial plan.
- Partner with the Provost and other academic leaders to ensure administrative functions effectively support faculty, academic programs, and student success.
- Support the Finance and Operations Committee of the Board of Trustees through appropriate reporting, operational analysis, policy recommendations, and updates on major initiatives.
- Promote effective communication and collaboration across university divisions, including faculty, staff, and campus leadership.
- Lead organizational change with sensitivity to APU's history, institutional culture, and the importance of maintaining trust throughout the university community.

## *Risk Management, Safety, and Compliance*

The Vice President will oversee the risk and compliance responsibilities within the divisions reporting to the position, while partnering with other institutional leaders on university-wide programs.

These responsibilities include oversight of environmental health and safety, facilities compliance, information security, and cybersecurity. The Vice President will work closely with the General Counsel on emergency preparedness, public safety, and business continuity and share responsibility with the General Counsel and CFO for enterprise risk management and insurance programs.



## *Qualifications*

Azusa Pacific University seeks a mature, experienced executive with demonstrated success leading complex administrative functions and implementing organizational change. The successful candidate will combine strategic thinking and strong operational judgment with the interpersonal skills needed to build trust and lead effectively in a collaborative university environment.

### Required Experience and Education

- A minimum of 10–15 years of progressively responsible leadership experience in administration, operations, or business management within a complex organization. Relevant backgrounds may include higher education, healthcare, nonprofit organizations, or corporate enterprises.
- Demonstrated leadership responsibility, either directly or through a matrix structure, for at least two of the following functions: Human Resources, Information Technology, and Facilities or Real Estate.
- Experience overseeing major facilities initiatives, capital projects, physical plant operations, or real estate assets.
- Experience sponsoring or leading enterprise technology initiatives, systems integration, or business intelligence implementation.
- Demonstrated ability to use organizational assessments, employee engagement data, or comparable measurement tools to strengthen workplace culture and organizational effectiveness.
- Experience leading organizational change, including communicating effectively, building consensus, and developing staff and leadership teams.
- Ability to provide effective executive oversight of multiple functional areas through experienced and capable divisional leaders.
- Strong financial and operational judgment, including experience establishing priorities and managing resources within budgetary constraints.
- A master's degree in Business Administration, Organizational Leadership, Higher Education Administration, or a related field.

### Preferred Qualifications

- A terminal degree or a relevant professional certification, such as SPHR, SHRM-SCP, PMP, or PE.
- Experience leading operations across multiple facilities, campuses, or geographic locations.
- Leadership experience in higher education, healthcare, or another mission-driven organization serving multiple constituencies.
- Experience working with governing boards, executive leadership teams, and complex decision-making structures.

## *Leadership Attributes*

In addition to the qualifications outlined above, the successful candidate will demonstrate:

01 **Strategic and operational leadership**
The ability to understand complex organizational needs, establish priorities, and translate long-term plans into achievable goals and measurable results.

02 **Collaborative leadership**
A relational approach to leadership that builds credibility and productive working relationships across functions and levels of an organization.

03 **Organizational development**
A commitment to developing people, strengthening leadership teams, and building effective organizational structures.

04 **Change management**
Experience leading meaningful change with an appreciation for organizational culture, communication, and the time required to build support.

05 **Sound judgment and stewardship**
The ability to make thoughtful decisions, balance competing priorities, and use financial and institutional resources responsibly.

06 **Communication**
The ability to communicate clearly and consistently with employees, executive colleagues, faculty, students, and board members.

07 **Commitment to excellence**
High standards for operational quality, responsiveness, accountability, and the experience of those served by the university.




## *Christian Faith and Mission Alignment*

The Vice President for Administration must demonstrate a personal and mature Christian faith and a strong commitment to the mission, values, and evangelical identity of Azusa Pacific University.

As a senior institutional leader, the Vice President will be expected to affirm APU's Statement of Faith and *What We Believe* commitments and model the university's *God First* values through personal character, professional conduct, and leadership.

The university seeks a leader who understands the importance of integrating Christian faith with the daily responsibilities of administration, including the stewardship of resources, development of employees, care for the campus community, and pursuit of organizational excellence.

The Vice President will play an important role in creating an environment where faculty and staff are supported in fulfilling APU's mission of Christ-centered academic excellence and student formation.

## *Location and Compensation*

The position is based at Azusa Pacific University's main campus in Azusa, California, in the San Gabriel Valley approximately 26 miles northeast of Los Angeles. The Vice President will have responsibilities across the university's East and West campuses and its six regional locations throughout Southern California.

The anticipated base salary range for this position is $180,000 to $215,000, commensurate with experience and benchmarked against CUPA-HR Administrators in Higher Education data for comparable institutions and the Los Angeles-area market. APU offers a comprehensive benefits package.




# Applications and Nominations

Azusa Pacific University is being assisted in this search by CarterBaldwin Executive Search.

Applications and expressions of interest will be accepted and held confidentially until the position is filled.

For full consideration, candidates should submit a letter of interest, a comprehensive curriculum vitae or résumé, and *a statement of personal Christian faith*.

Inquiries, applications, and nominations should be directed to:

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