

Presidential Prospectus

BASTYR
UNIVERSITY

Introduction

The Presidential Search Committee of Bastyr University, the first accredited school of its kind in the nation, invites applications, expressions of interest, and nominations of candidates in its search for the college's fifth president.

Bastyr University seeks an experienced leader with energy, vision and a commitment to the institution's mission and values as well as an understanding of natural and integrative approaches to health care. The successful candidate will join a diverse, inclusive and collaborative community of faculty and staff who are committed to shaping students into well-educated, thoughtful natural health leaders focused on transforming the health and well-being of the human community.



The future of human wellness

As record numbers of patients seek natural medicine solutions to chronic or acute medical difficulties, so too are more students seeking to join the growing ranks of holistic health care providers.

Today, with increasing demand by informed patients with unprecedented personal engagement in their care, natural and integrative approaches to healing are increasingly shaping the future of our nation's health care, and its providers are emerging as recognized, visionary voices of 21st-century medicine.

A leader in integrative health, Bastyr University is a remarkable community of doctors, scholars, health experts, students and staff with deep roots in natural healing, an exceptional passion for science, and a shared set of cherished principles. With a reputation as a world-class institution, and a commitment to integrative health, Bastyr University is dedicated to shaping students into well-educated, thoughtful natural health leaders who are committed to transforming the health and well-being of the human community.

Each of Bastyr's programs endeavor to improve health through prevention and self-healing processes, relying on healthy living principles, and on a therapeutic order of interventions that emphasize the basic determinants of health first. The principles and practice of natural medicine are rooted in tradition and guided by rigorous scientific and empirical methodologies, including the evolving body of research on health and human systems.

A Bastyr University education is sought after by some of the brightest and most talented students in the world with the desire to become the next generation of leaders and pioneers in the field of science-based natural medicine.

Leading a movement

The tenets of natural medicine are increasingly relevant – humans live longer lives through food, fitness, sleep, stress reduction and harnessing the natural healing powers of the human body. Corporations, health insurance companies, and the government are witnessing the economic benefits of disease prevention. Moreover, we see in the context of the changing landscape of health care that there is a critical need for licensed natural health providers to be increasingly integrated within the conventional medical community.

An internationally recognized pioneer in natural medicine, Bastyr University is the largest accredited university for integrative health and wellness programs in the United States.

Our vision

As the world's leading academic center for advancing and integrating knowledge in the natural health arts and sciences, Bastyr University will transform the health and well-being of the human community.

Mission

As we strive to influence the evolving climate of health care, Bastyr is advancing the frontiers of natural medicine in service of our mission:

To educate future leaders in the natural health arts and sciences;

To respect the healing power of nature, recognizing that body, mind and spirit are intrinsically inseparable;

To model an integrated approach to education, research and clinical service.

Core themes

The following core themes were developed to characterize Bastyr's priorities and provide a framework for continuous improvement through on-going self-assessment of its programs, student success, faculty, staff, physical capacity, long-term planning and goals:

Core Theme One: Academic Achievement

Core Theme Two: Research in the Natural Health Arts and Sciences

Core Theme Three: Clinical Training and Community Health

Core Theme Four: Interdisciplinary Integration

History

The first fully accredited school of its kind in the world, Bastyr University was founded in 1978 as the John Bastyr College of Naturopathic Medicine, and in just under 40 years has grown to become the world's leading academic center for advancing and integrating knowledge in the natural health arts and sciences. Today Bastyr's doctoral, graduate, undergraduate, post-baccalaureate and certificate programs offer a multidisciplinary curriculum at campuses in Seattle, Washington, and San Diego, California.

Bastyr was the first natural medicine institution to establish a research laboratory in 1994, and the first educational institution of all the health professions to receive funding from the National Institutes of Health (NIH) to establish a center for alternative medicine research. Hosting a number of multimillion-dollar NIH studies, the University has conducted a robust array of foundation and privately-supported research.

Bastyr University's singular reputation among institutions of natural medicine rests on rigorous science-based curricula, exceptional faculty members who are dedicated teachers, pioneers and pillars in the natural health community, and a support structure that enables students to succeed. Bastyr continues to be a one-of-a-kind magnet for leading innovators in natural health.

Strong leadership will be essential to sustain a powerful collective vision for universal access to natural healing and the health of our planet.



I see evidence for optimism when I look at Bastyr University; the path of Bastyr speaks to cultural readiness. The mainstay of health care will become health and well-being centers, which will refer to clinics and hospitals as needed. We can't afford not to take care of people's health anymore.

- Tracy W. Gaudet, MD,
*Director, Veterans Affairs,
Office of Patient Centered Care
and Cultural Transformation*

Only at Bastyr

A healing garden and path

The Bastyr University Medicinal Herb Garden plays a central role in the education of our students. Botanical medicine students study and cultivate a variety of unique medicinal plants throughout their life cycle. Many of these plants are harvested at their seasonal peak for creating medicinal tinctures and salves. Nutrition classes use the cultivated culinary herbs and organic vegetables in the University's whole-foods kitchen lab.

The first public reflexology path in North America winds through the Bastyr gardens. Based on wisdom from ancient Egypt, India and China, the pressure of stones flagging the therapeutic path massages and stimulates acupressure points in the soles of the feet connected to the body's energy meridians.

In June of 2017, Bastyr University officially opened its Teaching Greenhouse, a culmination of the Sacred Seeds Project. This project is designed to preserve diverse ecosystems and indigenous plant knowledge. Bastyr's Greenhouse serves as a living classroom, providing education and resources for both students and the general public.



Community through service

People drawn to teach, work and study at Bastyr are typically motivated to service to make the world a better place. Volunteerism is a requirement for Bastyr undergraduate and graduate students. The Bastyr Student Nutrition Association (SNA) coordinates opportunities to forge connections to the local community, including participation in the monthly Teen Feed – preparing and serving hot meals for homeless Seattle youth.



Healing families in need

Bastyr University California operates a free naturopathic medicine clinic for Excellence and Justice in Education (EJE) Academy students, their families and school staff to address health challenges. EJE Academy is located in San Diego's El Cajon neighborhood, a nonprofit, dual-language charter school that prepares underserved, mostly Latino students to excel in higher education and become the leaders of tomorrow.



Human library

Understanding the diversity of the human experience, which is central to becoming an empathetic health professional, is not something that can be gained from a textbook. The internationally recognized Human Library event provides students with the opportunity to hear from "living books" – individuals representing different social, racial, and religious backgrounds who share their stories. Offered through the Bastyr University Center for Social Justice and Diversity, the event aims to help student practitioners challenge stereotypes and engage in meaningful dialogue with people from communities often marginalized in the health care system.





Bastyr University is...

The largest university for the natural health arts and sciences in the U.S., combining a multidisciplinary curriculum with leading-edge research and clinical training to educate future leaders in these fields.

Kenmore campus

Bastyr's central campus is located in Kenmore, Wash. Receiving the Playful City USA designation for the eighth year in a row in 2017, the city offers plentiful cultural and outdoor activities. Public dock access on Lake Washington offers convenient access for fishing and boat moorage, Kenmore's Burke Gilman Trail is perfect for cycling, and the Bastyr campus sits in the middle of 316-acre Saint Edward State Park, which boasts miles of hiking trails. Kenmore also offers high quality, affordable housing, and is part of the Northshore School District, recognized statewide and nationally for its academic excellence.

With Bastyr as Kenmore's largest employer, the University enjoys a supportive town-gown relationship with the City. The growing partnership between the City and the University include joint advocacy at the federal and state government levels on issues including education, healthy communities, transportation and infrastructure, economic development and alumni career success.

The 51-acre Kenmore campus embodies the vision of Bastyr's founders in creating an accredited natural health school that is now recognized as the world's leading natural health arts and sciences educational institution. Poised on the frontlines of complementary and integrative medicine research, Bastyr's burgeoning clinical trials and outcomes-based research are housed within the Kenmore campus' 2,000 square-foot Tierney Basic Sciences Research Laboratory.

Students and employees alike enjoy access to a locally sourced Dining Commons featuring award-winning, organic meals. Bastyr's "green" kitchen uses fresh ingredients harvested from the University's celebrated organic herb and vegetable garden. Students also have the option to reside in Bastyr's Kenmore Student Village, the first student housing development on the West Coast to receive LEED Platinum certification, a winner of the U.S. Green Building Council's (USGBC) Outstanding Multifamily Project, and also a stop on the 2011 Northwest EcoBuilding Guild's Green Home Tour, showcasing the best green buildings in the Seattle area.



San Diego campus

Bastyr University California (BUC) opened its doors in fall of 2012, becoming the State's first and only accredited school of naturopathic medicine. BUC lies near a robust life sciences and health industry cluster, highly ranked universities, expansive coastal wild lands and a world-class city. Having graduated its first cohort of students in 2016, BUC draws ever-larger numbers of passionate and highly qualified students. The University currently leases a four-building, 41,000 square-foot campus space.

The San Diego campus holds space for learning and connecting including:

- Laboratories including histology, cadaver anatomy, hydrotherapy, botanical medicine and soft-tissue manipulation
- On-site teaching clinic
- Modern whole-foods teaching kitchen
- Student lounge and interactive area
- Campus library, with access to world-class medical databases
- Fitness center

With a growing student body and clinic patient volume, Bastyr will soon find itself in need of a permanent home in the San Diego community. Envisioned for Bastyr's Southern California's family is a world-class academic facility that will accommodate student learning and lifestyle needs and a teaching clinic that will meet the swelling patient demand of San Diegans seeking natural health solutions. The San Diego campus currently offers four degree paths, with two more beginning in Fall Quarter 2018.



Academic programs

Bastyr University offers 20 doctoral, master's, undergraduate and post-baccalaureate degrees through its three schools: the School of Natural Health Arts and Sciences, the School of Naturopathic Medicine, and the School of Traditional World Medicines. All Bastyr students study across multiple disciplines to gain a holistic understanding of wellness.



Degree and certificate programs span 11 distinct areas of study:

- Acupuncture & East Asian Medicine
- Ayurvedic Sciences
- Counseling & Health Psychology
- Exercise Science
- Herbal Sciences
- Holistic Landscape Design
- Integrated Human Biology
- Midwifery
- Naturopathic Medicine
- Nutrition
- Public Health

Enrollment trends

During the growth of integrative medicine over the past decade, Bastyr has nearly doubled its core faculty, grown student enrollment to more than 1,200, added eight new degree programs, and opened a new campus and clinic in San Diego.

Steady enrollment growth



Total student body:
21% increase
(over past 10 years)

New student enrollment:
25% increase
(over past 10 years)

Commitment to care

Bastyr provides clinical training and residency opportunities at its two teaching clinics – Bastyr Center for Natural Health in Seattle and Bastyr University Clinic in San Diego – and at numerous external clinic sites serving underserved populations. Clinical care focuses on health promotion, prevention and wellness intended to make meaningful, measurable and profoundly positive changes to patient lives. Bastyr University clinics seek to reach ever-increasing numbers of patients in the years to come.

Bastyr Center for Natural Health in Seattle serves 35,000 patients a year, providing an invaluable community resource for people who are unemployed, underinsured, and/or on limited incomes. Our belief is that all people, regardless of financial limitations, deserve quality health care, and the clinic provides over \$1.7 million dollars a year in uncompensated care to vulnerable populations with limited access to health care.

Bastyr University Clinic in San Diego has added many services since its inception in 2012. In addition to naturopathic medical care, students and clinicians also provide care in acupuncture and East Asian medicine, lifestyle counseling, massage services and minor dermatologic procedures. Bastyr University California's external clinic program provides basic natural health services to diverse, often underserved, populations throughout San Diego County. The program consists of two sites where advanced naturopathic medicine (ND) students provide free or reduced-rate care under the supervision of Bastyr clinical faculty.



Clinical care: Number of patient visits

35,348

Seattle Clinic
(October 2016 – present)

7,797

San Diego Clinic
(October 2016 – present)



High patient satisfaction rankings

For the third consecutive year in a row, Seattle's Bastyr Center for Natural Health (BCNH) has been ranked among the best for patient care among 266 Washington clinics by The Washington Health Alliance's Patient Experience Survey, ranking 16th overall.

BCNH ranked among the top 10 in three of the survey's main categories:

- How Well Providers Communicate with Patients
- Helpful, Courteous and Respectful office Staff
- Patient's Overall Rating of the Provider

Research

The Bastyr University Research Institute is dedicated to the continued advancement of natural health practices, further developing faculty research skills and resources, and training students in research methods and design. Utilizing rigorous scientific method, researchers study and document therapeutic systems often involving centuries-old, empirically derived practices.

With more than 100 studies completed or underway in a range of areas:

- Attention deficit hyperactivity disorder (ADHD)
- Botanical research
- Breast cancer treatment
- Diabetes and cardiovascular health
- Cancer prevention and treatment
- HIV/AIDS
- Multiple Sclerosis
- Nutrition
- Obesity
- Parkinson's Disease
- Women's Health

Integrative cancer care and research

Integrative oncology care provides comprehensive support for each stage of a cancer patient experience from licensed naturopathic physicians, nutritionists and acupuncturists in cooperation with medical and radiation oncologists to improve not just the quality of life of people living with cancer, but also to decrease the side effects of cancer care, improve outcomes and reduce the risk of cancer recurrence.

Bastyr clinicians and research scientists have compiled landmark data from more than 650 cancer patients, measuring survival rates and recurrence rates for several types of integrative oncology therapies used. This groundbreaking research was made possible thanks to two multi-million dollar grants, and while the studies are ongoing, preliminary results show survival rates three and four times national and regional averages, suggesting that integrative cancer care may extend the lives of patients with advanced cancers.

In partnership with Fred Hutchinson Cancer Research Center, Bastyr has also completed an NIH-supported epidemiological study of breast cancer patients, which has measured the efficacy of integrative oncology for women with breast cancer since 2010.



The Center for Student Research made it possible for me to work on my research as a medical student. I've presented my research at conferences, where I've won awards and connected with researchers outside of Bastyr University. CSR provided opportunities for me to solidify my research education and gain confidence.

- Renee Y. Choi, ND ('13),
NIH training award grant recipient, 2010
Natural Supplements Research
Competition Award Recipient, 2013

We are Bastyr

Mission-driven people

The Bastyr community is made up of a diverse family of faculty, staff, students, alumni, a Board of Trustees, and patients – all with a shared belief that natural healing solutions make the world a healthier place.



Board of Trustees

Bastyr University's Board of Trustees presently comprises 10 elected members representing a variety of professions and walks of life – one of whom is a full-time University faculty member, at least one of whom is specified to be a naturopathic physician, and at least one of whom represents another profession of natural medicine. The University President serves as a voting member of the Board. The Board of Trustees meets quarterly. Board Members include:

Carrie Louise Daenell, ND ('96, '98)

Patricia "Pat" Dawson, MD, PhD

Wayne Jonas, MD

Harlan Patterson, MBA, CPA
Interim President

Becky Su, EAMP, MD ('93)

Barbara Schuchart Wright

Gerald "Jerry" Hoffmeister

Mark R. Martzen, PhD

The Honorable Eric Pettigrew

Tayloe Washburn
Interim Board Chair

Governance structure

In addition to the Board of Trustees, the University includes a Faculty Senate, Academic Leadership Council, Staff Council, Student Council and other internal leadership groups to work toward a system of shared governance and transparency.

Leadership staff

Bastyr's leadership team presently comprises five executive vice presidents, two deans, and one campus director:

Dave Rule, PhD

Interim Senior Vice President and Provost

W. Glenn Ford, MBA

Vice President for Finance and Administration

Coquina L. Deger, MBA

Vice President for Marketing, Development and Enrollment Services

Susan L. Weider, MS

Vice President for Student Affairs

Keith Woody, MBA

Vice President for Human Resources

Lynelle Golden, PhD

Dean, School of Natural Health Arts and Sciences

Interim Dean, School of Acupuncture and East Asian Medicine

Arianna Staruch, ND

Interim Dean, School of Naturopathic Medicine

Nicole Moreno, MA

Campus Director, Bastyr University California

Faculty and staff

80 core
faculty

130 adjunct
faculty

267 staff

Faculty Senate

The Faculty Senate consists of 11 elected members and plays an important leadership role in guiding and developing academic direction of the institution. On behalf of the Bastyr community of students, faculty and staff, Bastyr faculty have adopted the following **University Commitments**:

Academic rigor, which includes a science-based approach to natural health and wellness with a focus on health promotion, information literacy, research skills, critical thinking and problem solving.

Effective communication, which includes proficiency in written, oral and non-verbal communication, active listening, respectful conflict resolution, and articulate advocacy.

Respectful behavior, which includes ethical conduct, compassion and thoughtfulness, integrity, observance of appropriate professional and interpersonal boundaries, and stewardship of a healthy planet.

Intercultural awareness, which includes an understanding of one's own and other cultures and an attitude of curiosity, openness and humility.

Social justice, which includes supporting those who are disenfranchised, marginalized or oppressed through education, direct service and advocacy for the well-being of all people.



Bastyr students

Bastyr University students come from many walks of life, from across the country, and around the globe. Many have discovered natural medicine through their own health journey or a loved one's, and many have had diverse careers before returning to school. About 10 percent of Bastyr students are parents. Bastyr students are vegetarians, vegans, carnivores, omnivores ... and people who just enjoy a meal with good company. Students enjoy several campus traditions during their time at Bastyr, including a chilly, January run into Lake Washington called the Splash N' Dash, Bastyr Top Chef, Community Day, and the Herb and Food Fair, an event that typically draws thousands from the surrounding Seattle area. Students have the opportunity to join several organizations, including the Bastyr Student Union, Student Council, Naturopathic Medical Student Association, Health Policy Leadership Club and Bastyr Sports Medicine Club, to name a few.

Total student enrollment

1,205 (Fall 2017)

Enrollment by campus

| | |
|------------|------------|
| Kenmore | San Diego |
| 956 | 249 |

Average student age

31

Median student age

28

Gender



85% female



15% male



International students

83, representing 38 countries

Game-changing alumni

More than 6,000 Bastyr graduates have gone on to serve their communities and improve lives locally, nationally and internationally. More than 40 percent of the University's alumni live and work in the Pacific Northwest where they have created hundreds of business enterprises ranging from natural medicine and integrative medicine practices to natural products. Our alumni practice in developing countries and underserved areas here in the U.S., publish New York Times best-selling books and peer-reviewed research studies, receive national awards and accolades, become policy advocates, launch entrepreneurial enterprises, and teach tomorrow's generation of natural healers. Increasingly, Bastyr faculty and graduates have become leaders and educators in the integrative and functional medicine movement. Bastyr alumni are change agents, and they are charting the course for a successful turn of events in the wellness revolution.

What our alumni say (2016-17 survey results)

86%

of alumni are actively working in their chosen field

79%

of alumni felt that their Bastyr education prepared them well for their career

82%

felt they were better prepared academically for graduate school than their peers from other institutions (those with a bachelor's education from Bastyr)

A position of strength

By 2021 Bastyr University strives to be a global model institution of higher education, health research, and clinical care. We believe in natural medicine's potential to move patient care from the current disease-based system towards wellness and health-promotion practices and fundamentally curative care. As the increasing rate of preventable, chronic illness and unchecked medical expenses plagues our country, now is the time to address this growing and unsustainable crisis. Blending conventional and natural medicines through a collaborative and integrated approach creates healthier people, as consistently evidenced by clinical trials studying patients who receive integrative care from the types of holistic health care providers we train at Bastyr, and a healthier world as we address and promote the foundational practices of wellness.

The foundation for a new health care paradigm

The National Institutes of Health's (NIH) National Center for Complementary and Integrative Health (NCCIH) has signaled the pervasive and rising deployment of natural approaches to wellness within our traditional care settings. The vision for Bastyr University is founded in expansion that will provide critical leadership and accommodate the next wave of growth in natural medicine, while at the same time meeting the institution's academic needs. Bastyr strives to move the nation to a moment when individuals are empowered by a truly integrative health system that allows them to choose from the entire spectrum of modalities of care, and from a multitude of caregivers practicing within the natural and traditional medical communities.

We approach our ambitious goals for the University, our community and global health from a position of strength:

Advocating for natural health

Launched in 2011, the Bastyr University Center for Health Policy Leadership has been advancing the understanding and development of key health care initiatives through policy education, effective leadership development and advocacy training at the local, state and federal levels. Through engagement in health policy and public affairs, the Center encourages and educates future leaders to become active and effective in improving the health and well-being of the human community.

Center for Social Justice and Diversity

Dedicated to former President Daniel K. Church, PhD, the Center for Social Justice and Diversity supports the education and training of Bastyr community members in culturally responsive practices and dismantling of health inequities and disparities. The Center supports the education of future leaders in the natural health arts and sciences by creating a welcoming and inclusive learning community, providing opportunities for developing cultural responsiveness and humility, and preparing advocates to dismantle health inequities and disparities. It is the vision of the Center for Social Justice and Diversity to transform the well-being and health of the community, so that all have equal access to quality and culturally responsive health care.

Leading and partnering to make a difference

Bastyr expands its reach and impact on the field through a number of partnerships with like-minded organizations that continue to yield important advancements in health outcomes, research and education. This following summary outlines a number of those partnerships:

- A contributing Partner for Health of the Integrative Health Policy Consortium (IHPC), whose mission is eliminating barriers to health.
- A contributing member of the Institute for Natural Medicine (INM), an organization which improves health care in America through greater use of the principles and practices of natural medicine.
- A founding member of the World Naturopathic Federation (WNF).
- A founding member of the United Nations Academic Impact (UNAI).
- A local resource for many community organizations including:
 - Northwest Natural Health Hub, partnering with Seattle-King County Economic Development Council and the City of Kenmore
 - Kenmore Business Incubator Advisory Council
 - Kenmore Business Alliance
- Partnerships with research and health care colleagues in Seattle and San Diego, including:
 - University of Washington
 - Swedish Medical Center
 - Fred Hutchinson Cancer Research Centers
 - Institute for Systems Biology
 - Healthpoint Community Health Center
 - La Maestra Community Health Centers
 - EJE Academy



Bastyr University plays a significant role in the evolution of a fully integrative health care system, one with a focus on prevention and wellness: it offers its students innovative areas of study in the field of natural health, delivered with academic excellence and sensitivity to the health and well-being of each student.

- Leonard A. Wisneski, MD, FACP
Clinical Professor of Medicine, George Washington University Medical Center Faculty, Georgetown University and University of Colorado

Educating tomorrow's healers

There is no better place to pursue an education in the field of natural health. As the world of health care changes around us and the ranks of integrative and holistic health providers grow, we are grateful to be in a position of leadership in the education of next-generation healers and leaders in the profession. Bastyr has helped to define the conversation about the relevance and efficacy of natural medicine, and within the past decade we have seen a substantial shift in the demand for the type of excellent, health-based care that our graduates deliver.

The President

Under the leadership of its next President, Bastyr University will continue to promote natural medicine as a means of addressing the accelerating need for health care practitioners and thus help usher in a new era when natural, preventative care is accessible to all.

Expectations of the President

The President of Bastyr University is the chief executive officer of the University, reports to the Board of Trustees, and is the chief advisor to, and executive agent of, the Board. The President has responsibility for all University educational and managerial affairs and is responsible for leading the University, implementing Board policies, keeping the Board currently informed on all matters of importance, and consulting with the Board in a timely manner on matters appropriate to its policy-making and fiduciary functions. The President is a voting member of the Board and an ex-officio member of all Board committees.

In the role of chief executive officer, the President supervises and **evaluates key high-level administrators**, including all vice presidents, and in collaboration with them **oversees the day-to-day administration** of the University.

In collaboration with the Senior Vice President and Provost and other cabinet-level administrators, the President **oversees long-term planning**, both institutional and academic, concentrating on innovation, sustainability and adjustment to external forces, including changing markets, the demands of accreditation and the evolution of the state and federal regulatory environment.

In collaboration with the Vice President for Marketing, Development and Enrollment Services and other cabinet-level administrators, the President **oversees marketing, recruitment, admissions, and fundraising efforts** critical to the strategic growth of the University and its teaching clinics.

In collaboration with the Vice President for Finance and Administration, the President presents and **manages annual budgets and multi-year budget projections** that advance the interests of the University and sustain long-term financial stability.

In collaboration with the Vice President for Student Affairs and other cabinet-level administrators, the President **oversees student registration and retention efforts, student scholarship and financial aid, alumni relations and career preparedness, and other student services** critical to the wellbeing of the University and its students.

In collaboration with the Vice President for Human Resources and other cabinet-level administrators, the President **oversees recruitment, compensation and retention efforts** critical to advancing the competencies of University faculty and staff.

The President **serves as spokesperson and ambassador of the University** to multiple external constituencies, including local communities, community leaders, educational leaders, elected officials, the state legislature, and national groups and leaders of importance to the University.

In collaboration with the senior professional development team, the President is also the overall **voice and authority for University fundraising**.

Internally, the President **confers regularly, formally and informally, with students, faculty, staff, friends and the founders of the University** to communicate important information and developments, to learn from the experience of these constituencies, and to convey their knowledge and concerns to other administrators and to the Board. Toward these ends, the President **periodically entertains individuals and groups** at the University and in other venues.

Responsibilities

1. Provide a clear strategic direction and vision for the University that is inspiring and compelling to all constituents while promoting the goals, mission and values of the institution.
2. Provide this strategic direction and vision for Bastyr University with external groups – be the “face and voice” of the institution.
3. Understand and provide broad support for integrative health practices. Provide leadership in the national conversation of health policy as it relates to merging natural health solutions with the more conventional medical system.
4. Be a visible, accessible and participative member of the campus communities; understand and address issues that are crucial to the success and well-being of staff, faculty and students.
5. Lead and manage strategic risk in collaboration with the University's leadership to move the institution to its next level of growth and success.
6. Effectively manage the University at the senior-administrative level by supporting, retaining and hiring outstanding, collaborative, forward-thinking leaders.
7. Strengthen the level of communication and collaboration across functional areas as well as at both campuses.
8. Identify, understand and articulate Bastyr's mission and values, both internally and externally; celebrating the University as a welcoming and inclusive community in which to learn, work and educate.
9. Work effectively with the Board of Trustees; facilitating its continued growth and commitment to the University through best practices and responsible governance.
10. Understand and affirm the importance of shared governance which strives to maintain the delicate balance between faculty and staff participation in planning and decision-making processes and administrative accountability.
11. Oversee continued growth in all aspects of enrollment management, including admissions and increased retention; build a stronger relationship with the medical community and with other institutions, including international institutions, which may expand recruitment potential.
12. Support the continued focus on student support and success, both inside and outside the classroom.
13. Lead the Bastyr community in making entrepreneurial and strategic decisions connected to budgetary priorities in a continued spirit of openness and transparency.
14. Continue to be at the forefront of creative and strategic thinking about collaborative opportunities between integrative health and medicine and the conventional medical community.
15. Support and implement policy decisions that are the purview of the Board of Trustees; ensure sound fiscal and facilities management; ensure the adequacy of legal and risk management policies and programs to protect Bastyr University, its officers and Trustees and to shield assets from loss.

Qualifications

- A master's degree from an accredited institution and ten years of progressively responsible senior-level administrative experience. An earned doctorate from an accredited institution and ten years of progressively responsible senior-level administrative experience would distinguish the candidate, as would academic preparation in integrative health and medicine or a related field.
- Demonstrated ability to increase revenue streams through enrollment growth and/or fundraising strategies.
- A record of senior leadership that will promote unity and a shared vision inside the campus community as well as with external stakeholders.
- Demonstrated ability to cast a vision that ignites sustained activity and excitement in and outside of the campus community about the unique education and contributions of Bastyr faculty, staff, students and alumni.
- Excellent communication skills in small and large groups as well as in one-on-one communication with staff, faculty and students.
- Proven ability to work with multiple constituencies in a complex environment and a collaborative manner that demonstrates understanding, and conveys a sense of value for each constituent.
- Strong capability in developing strategies and assisting the leadership teams in the deployment of those strategies through tactical steps. Experience in effectively holding people accountable for achieving those objectives.

Opportunities and challenges

- Foster an environment that champions transparency among and between all stakeholders. Create a strategic approach for communication that touches all faculty and students enrolled in all programs across all campuses. Communicate using formal and informal channels, and do so regularly, honestly and professionally.
- Strengthen the University's commitment to diverse, underserved adult students; support social justice initiatives across all campuses; and provide more campus-based social and community opportunities for a broader student population. Ensure that all students feel heard, valued and accommodated. Foster a safe environment for intellectual discourse.
- Maintain Bastyr's commitment to practicing the best of naturopathic medicine and integrative health.
- Strengthen all programs and disciplines while staying true to Bastyr's vision and mission.
- Build a brand awareness campaign that helps to spread the "Bastyr Brand" across the globe.
- Expand the naturopathic residency program to provide hands-on training for all graduating ND students. Explore ways to build avenues for clinical opportunities for those enrolled in other programs including nutrition, acupuncture, midwifery, public health, herbal sciences, counseling and health psychology, and others.
- Build a University-wide commitment to collect and use data demonstrating an evidence base for the efficacy the integrative health approaches offered by Bastyr.
- Broaden the clinical residency and external training experiences to include assignments within conventional medical settings. This will further Bastyr's goal of ensuring that natural medicine is being incorporated into the conventional medical system as a complementary and primary care modality, rather than as an alternative choice.
- Explore ways to broaden revenue streams to allow for expanded program research and development.
- Identify ways to highlight the value provided to the University by staff and faculty. Develop a recognition and reward system that demonstrates this appreciation and effectively improves overall retention.
- Create a plan to strengthen the infrastructure of the University so that technology and physical plant issues can be addressed. While this may require a concentrated financial investment initially, it will ultimately allow for a more efficient and effective way to recruit and retain students and faculty as well as strengthen relationships between campus locations for students and faculty.

Application and nomination process

The Presidential Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit the following materials:

- **A current CV or resume**
- **Cover letter describing relevant experience and interest in the position**
- **List of references** (References will not be contacted without your express permission.)

Applications will be held in strict confidence.

All materials should be submitted through the Consensus Search System at: HigherEdDecisions.com/hedcs/
These documents should be uploaded in a .pdf format to allow for easy access.

Nomination letters should include the name, position, and contact information of the nominee and should be submitted to: j.asnicar@storbeckpimentel.com.



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