The Context of Nyack College and Alliance Theological Seminary

Alliance Theological Seminary (ATS) is one of eight schools of Nyack College which is a multicultural, value-based, Christian college with an urban focus. Located in a suburban setting in Nyack, just 30 minutes from New York City, and also in lower Manhattan on Broadway, Nyack has the best of both worlds. The Nyack campus in Rockland County overlooks the 3-mile expanse of the Hudson River and is located on the doorstep of the financial, commercial, communications, and inter-cultural center of the world. The main campus of ATS is located in Upper Nyack, New York, just north of the Rockland County Campus. Nyack College has also recently expanded south and west within the United States, with the opening of a Nyack College DC extension campus near Capitol Hill as well as an extension in Dayton, OH.

Nyack College's founder is widely recognized as one of the foremost figures in the American missionary movement. Dr. A.B. Simpson resigned a prestigious New York City pastorate to develop an interdenominational fellowship devoted to serving unreached peoples. Simpson's view was shared by a wide group of men and women, including mainline church leaders, laborers, and theological scholars. This ever-growing alliance was bound together by a desire to inspire the church to fulfill its Great Commission of world evangelization.

An important step towards making their vision a reality was the founding of the Missionary Training Institute, the first Bible college in North America. This school was the forerunner of Nyack College. Thus, from its beginning in New York City in 1882, Nyack College has been devoted to the concept of education as preparation for service. The school moved to Nyack, NY in 1897. In 1944 it was chartered by the State of New York to grant bachelor degrees and changed its name in 1956 to Nyack Missionary College. The Middle States Association first accredited the College in 1962 and in 1972 the name was changed to Nyack College.

Before ATS became a seminary, it was first known as the Jaffray School of Missions (1960), and its purpose was to better train prospective missions candidates in the interdisciplinary studies of theology and social sciences. It was then redesigned in 1974 to include the preparation of students for North American ministries, and became the Alliance School of Theology and Missions.

In 1979, the Master of Divinity program was initiated, and Alliance School of Theology and Missions became Alliance Theological Seminary. Increased course offerings and additional faculty have enhanced the seminary’s commitment to the worldwide evangelistic task of the church. Because ATS is the official seminary of The Christian and Missionary Alliance, the seminary supports the historic mission and message of the Alliance. ATS is located in a multicultural environment, with an urban involvement, and emphasizes a cross-cultural nature to its programs so that the best possible training ground for missions and ministry is provided to meet Alliance objectives.

Today ATS is located not only in Nyack but also has campuses in New York City, San Juan, Puerto Rico, Dayton, Ohio, and Kiev, Ukraine. The seminary and its extensions are
fully accredited by The Middle States Commission on Accreditation and The Association of Theological Schools. The seminary offers its degree programs to an ethnically diverse student body composed primarily of commuter students. In addition to the Master of Divinity, which enrolls over 400 students, ATS offers the M.A. in Intercultural Studies, the M.A. in Biblical Literature and the Master of Professional Studies. It is hoped that the Doctor of Ministry degree program will be launched in the fall of 2008. This program will be Nyack College’s first doctoral program.

As part of the process, this paper defines the character of the college and seminary, outlines opportunities and challenges for the next decade, summarizes the position, and briefly describes the qualities sought in the next Dean of ATS.
The Character of Nyack College and Alliance Theological Seminary

Mission Statement
Nyack College, A Christian and Missionary Alliance Educational Institution, through its undergraduate, graduate and seminary programs, pursues its historic mission of preparing men and women to “take the whole Gospel to the whole world.”

Core Values
Nyack College seeks to exalt Jesus Christ and fulfill its mission by being:

*Socially Relevant*
Preparing students to serve in ministerial, educational, healing and community-building professions.

* Academically Excellent
Pursuing academic excellence in the spirit of grace and humility.

*Globally Engaged*
Fostering a global perspective within a multi-ethnic and multi-cultural Christian academic community.

*Intentionally Diverse*
Providing educational access and support to motivated students from diverse socioeconomic backgrounds.

*Personally Transforming*
Emphasizing the integration of faith, learning and spiritual transformation.

Majors and Degrees
The institution offers four associate degree programs, 36 bachelor degree programs and 12 master degree programs. Degrees are offered in both the liberal arts and the professions. Graduate degree programs include the Master of Arts (Biblical Literature, Intercultural Studies and Mental Health Counseling); Master of Professional Studies; Master of Divinity; Master of Science (Inclusive Education, Childhood Education, Special Education and Organizational Leadership); and the Master of Business Administration (Accounting and Management).

At ATS, M.A. degrees are offered in Intercultural Studies and in Biblical Literature with Old Testament and New Testament Emphases, and the M.Div. is offered with tracks in Bible and Theology, Church Development, Missions, and Urban Ministry.
Students

Nyack College is committed to providing an affordable private Christian higher education to students who, apart from Nyack College, would not be receiving a college education. The student body comes from 68 different countries and 41 different states and is one of the most diverse institutions of higher education in the country.

ATS students reach out to the world through overseas missions trips and courses, local gospel teams, and ministry in churches throughout the New York metropolitan area. Chapel services, discipleship groups, Bible studies, prayer times, and outreach ministries are part of the everyday seminary experience. ATS is a community of men and women committed to furthering their ability to minister the Word of God effectively and hence the Master of Divinity requires a rigorous program of spiritual formation, along with field experiences and internships.

ATS students are a diverse group of qualified individuals who come from a variety of backgrounds and countries. Approximately 75% of ATS students attend on a part-time basis, taking advantage of the convenient class scheduling. ATS has a diverse student body (shown in the following table) that provides a rich learning environment:

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Number of Students</th>
<th>Percentage of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>297</td>
<td>31.8%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>214</td>
<td>22.9%</td>
</tr>
<tr>
<td>White</td>
<td>201</td>
<td>21.5%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>152</td>
<td>16.3%</td>
</tr>
<tr>
<td>Non-Resident Alien</td>
<td>50</td>
<td>5.4%</td>
</tr>
<tr>
<td>Native American Indian</td>
<td>5</td>
<td>0.5%</td>
</tr>
<tr>
<td>Inter-racial</td>
<td>14</td>
<td>1.5%</td>
</tr>
<tr>
<td>Total</td>
<td>933</td>
<td>100%</td>
</tr>
</tbody>
</table>

A 2003 graduate has used his M.Div. both in traditional ministry as a pastor, and also in community development as the director of a Christian academy in New York City. He has established community outreaches through marriage counseling, health fairs, and HIV/AIDS initiatives. He has shared the gospel in over 60 countries including China, Fiji, and Ghana and has helped to establish churches around the world. He is just one graduate that shares the ATS vision for world evangelism, transformational leadership, and a commitment to bring Jesus to his local community.
Faculty
As of September 1, 2007, the full-time faculty numbered approximately 165, of whom approximately 67% held earned doctorates. 18 of these full-time faculty are faculty members of the seminary. An excellent core of adjunct faculty, many of whom come from the business and professional world, enrich their teaching with examples of their practical experiences in the world of work. The Nyack faculty are student-oriented, professionally active, and experience a strong sense of collegiality. Student satisfaction surveys repeatedly demonstrate that students are most pleased with the quality of the faculty.

Finances
The campus in Nyack comprises approximately 120 acres on which sit 38 buildings. Facilities at all other campuses are rental properties. Since the total indebtedness that accrues to the Nyack campus is approximately $5.4 million, the value of the buildings and land is the major endowment of the institution. In addition, a small endowment of $6.5 million exists for student financial aid. The total indebtedness of the institution is $5.9 million and the current annual operating budget is around $45 million. Approximately 92% of the College’s revenue comes from tuition, fees, and room and board. The balance of revenue is the result of gifts, endowment, grants, and auxiliary services.

The Seminary in Nyack, NY is located in a 50,000 square foot facility one mile north of the undergraduate campus. This facility also houses the Alliance Graduate School of Counseling and the offices of the Executive Vice President and Treasurer, Human Resources, and the payroll and accounting offices for the entire institution. Resident housing for seminary students is located on the undergraduate campus in South Nyack, NY. The ATS operating budget represents approximately $5 million of the $45 million operating budget. The seminary in NYC occupies approximately 10,000 square feet within the entire 70,000 square feet of rented space. The ATS/PR campus consists of a 13,000 square-foot four-story building that was purchased in 2005. Currently, two of the floors are sublet to offset the operating costs of the Seminary program in PR.
The Opportunities and Challenges for Nyack College

Financial
As a not-for-profit organization, the challenge for Nyack is how to continue to be a higher education ministry of excellence, to be affordable for those who will be students, to provide appropriate compensation and benefits to faculty and staff, and to respond to the fulfillment of vision opportunity. Since 92% of revenue is based on tuition and fees, meeting budgeted enrollment expectations is critical. Other financial opportunities and challenges include:

• Developing budgets for younger sites and programs that create positive cash flow – specifically related to the regionalization of ATS
• Improving cash position
• Meeting the Department of Education’s Financial Responsibility Standards
• Improving the physical campus – heavy demands on facilities that show much wear and tear which reduces morale, particularly residential halls and classroom facilities
• Increasing salaries of managerial staff
• Retooling and funding the undergrad institutional aid program
• Acquiring a property in NYC
• Articulating a ten-year development plan for the Rockland campuses, seminary included

Academic – Transition to University Model
Nyack has recently engaged in a restructuring of the senior administrations of both the College and Seminary, adopting what has become known throughout the college community as “the university model.” This new model was impelled by the significant changes that have occurred at the institution in the last five years—the growth and development of branch campuses and extension sites, the growth of graduate programs, and the strengthening of the faculty. The need to bring together the many locations and programs of the college into a structure that is easily recognizable and will promote faculty development and enhance student learning outcomes has led Nyack College to adopted a structure common at most universities. Alliance Theological Seminary is one of the schools of Nyack College. Nyack College is now described as having undergraduate, graduate, and seminary programs. The model continues to be implemented and developed.

• Create better operating structure for site Executive Cabinets and connection to the Executive Team
• Establish institutional management team meeting
• Move toward university status over the next seven to ten years – academic structure, policies relating to faculty, and academic programs
• Implement the reengineering of the seminary and the online courses
• Redevelop Chinese and Korean study programs
• Invest in strengthening the faculty
• Enhance the academic reputation of the college
**Relationship Building**

Historically, the Advancement staff has been small; currently there are five full-time Advancement staff members and several part-timers. Over the past decade the college has focused most of its resources on building the enrollment and opening new sites and degree programs as the administration has taken the position that prior to raising significant donor income, the College needs a compelling story to motivate such donors. Furthermore, over the years, Nyack has limited the fund raising responsibilities to just a few staff. Most schools that have successful advancement programs involve a total community-wide effort, led by trustees, administered by advancement staff and actively engaging the faculty. Over the next five years, a concerted effort will be made to engage trustees and faculty with emphasis on:

- Improving advancement results
- Developing Trustees – Bringing new trustees to the Board who have the commitment and resources to help the Board rise to its leadership role in financial giving
- Reconnecting with alumni
- Strengthening relationships with local churches and district leadership to increase flow of students and gifts
- Enhancing community image and bridge building
- Developing an effective major gifts program

**Opportunities and Challenges for ATS**

This position is an opportunity to provide leadership to a rapidly growing seminary in the metropolitan NYC area. As one of the fastest growing, and larger, evangelical seminaries in the nation, ATS is positioned to give leadership to the broader seminary community in the area of diversity, globalization, and spiritual formation. The seminary’s connection to a vibrant traditional undergraduate community, non-traditional adult education program, and other graduate programs in business, education, and leadership provide a variety of opportunities for mentorship, practical training, global outreach, and integration of disciplines that are critical to both domestic and international ministry in the 21st century.

- The need to enhance research opportunities and efforts of faculty
- The need to build a Doctor of Ministry program in Global Leadership that will also provide a strong emphasis on church revitalization and growth
- The need to address learning within community and enhancing the Spiritual Formation elements of the curriculum with a growing number of ministry seasoned, part-time, and commuter seminary students
- Strengthen the relationship and partnership between the seminary faculty and The Christian and Missionary Alliance with special emphasis on the development of a global education delivery system
The Position of Dean of the Seminary

The Dean of the Seminary has overall responsibility for academic affairs at ATS.

Responsibilities

The Dean will provide:

- Missional Leadership – Ensuring that the Seminary develops and achieves its mission
- Academic Leadership – Coordinating, developing, and improving the curricular and spiritual formation programs of the Seminary as outlined in the reengineering documents created over the past 3-4 years
- Faculty Leadership – Assigning and coordinating teaching loads, recruiting, evaluating, and developing
- Administrative Leadership - Ensuring adherence to the policies and regulations of ATS, the State of New York, Middle States Accrediting Association, The Association of Theological Schools, and The Christian and Missionary Alliance
- Representative and Relational Leadership – Relating effectively with internal constituents (students, faculty, staff, administration, and Board) and external parties (alumni, community, churches, national and district denominational offices)

Administrative Structure

The Dean of the Seminary reports to the Provost and Vice President of Academic Affairs. The Dean leads the faculty located in Upper Nyack, and the program Directors in New York City, San Juan, Puerto Rico, Dayton Ohio, and Kiev, Ukraine. Along with giving overall leadership to all of the Seminary programs and faculty the Dean will be a participant in the President’s Executive Leadership Team.
The Qualifications of the Next Dean of the Seminary

The next Dean of the Seminary must have professional qualifications and personal qualifications compatible with the institution’s unique characteristics, traditions, and aspirations.

**Professional Qualifications**

Above all, the Dean must be a leader – someone with the ability to inspire others, a collegial and consultative style, a belief in the power of teamwork, and a commitment to reaping the benefits of diversity.

The Dean should have a doctoral degree and hold the respect of both the academic community and the leadership of the church. Preferably, the Dean will hold an M.Div. and a Ph.D. or its equivalent and be a mature scholar who seeks to apply Christian values to every aspect of the position. The Dean must be ordained with The Christian and Missionary Alliance and a member of a local Christian and Missionary Alliance church.

Candidates should also demonstrate the following qualifications:

1. Ability to initiate, manage, and sustain effective change
2. Significant teaching experience and scholarship
3. Strong interpersonal skills and a reputation for integrity
4. Administrative skills
5. Commitment to the work of a local congregation
6. Global and diverse cross-cultural skills relevant to both international and urban settings

**Personal Qualities**

The Dean must embody the values of Nyack College and ATS and be able to live those values on a daily basis, possess the highest degree of integrity, and steadfastly promote the value of diversity and nondiscrimination. Applicants and nominees must be in alignment with the objectives of The Christian and Missionary Alliance. The successful candidate should be skilled in listening to others, respecting and understanding them, and communicating to all constituencies; exhibit a high energy level and enthusiasm for Nyack; have the self-confidence to admit mistakes and move on; and possess a good sense of humor.

**Compensation**

Salary comparable to Nyack’s internal scaling for Deans, which is reviewed annually by the Provost and President. Generous benefits package that includes health insurance and retirement contribution. Four weeks of vacation per year.

**Deadline Date**

Nyack College is soliciting nominations and expressions of interest. Please submit a cover letter explaining your motivation to pursue the position and your qualifications, a resume, and three professional references no later than November 15, 2007.
Contact
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