



# TAYLOR UNIVERSITY

**Opportunity Profile**  
Executive Director of  
1846 Enterprises







## The Institution

For over 175 years, Taylor University has been one of the most Christ-centered, student-focused universities in the world. A new presidential administration has catalyzed a season of significant energy and excitement on campus. The University recently completed a yearlong strategic-planning process that drew thousands of supporters deeper into their relationship with the University, a process we believe will move the University from excellence to eminence in a host of areas. This is an exciting time to be at Taylor.

Founded in 1846, Taylor is recognized as an institution that prizes student learning, celebrates intentional community, leads in the work of faith-learning integration and stands as the oldest non-denominational school within the Council for Christian Colleges and Universities (CCCU). Each member of Taylor's dedicated faculty and staff is devoted to the intellectual and spiritual formation of students—in classrooms and residence halls, on the athletic turf and performance stage, and around the world.

The culture of Taylor is one of high collegiality, deep care for one another, and shared Christian commitment. For more than 25 consecutive years, Taylor has been ranked as one of the top three universities in the Midwest and one of America's Top Colleges according to Forbes.

In addition, Taylor has been named a "Christian College of Distinction" with four notable strengths: engaged students, great teaching, vibrant communities, and successful outcomes.

In addition to their deep commitment to Christ, Taylor students distinguish themselves by academic passion, spiritual commitment, and active engagement on campus. Two satellites built by Taylor students were launched into space in 2021. And in the fields of finance and investment management, a team of Taylor students won QGAME – a national competition among business students who manage portions of their institution's endowment. Recently, ten Taylor student athletes were named CoSIDA Academic All-Americans, ranking Taylor first in the NAIA and fifth in the nation across all collegiate levels.

Taylor students are part of a larger ecosystem of broad institutional support and loyalty. In fact, virtually all (97%) current parents would support their child's choice to attend Taylor again, which is higher than many peer institutions. The percentage of Taylor alumni contributing financially to the University every year is double the national average, and Taylor is ranked number one in the Midwest in freshman retention by U.S. News and World Report.



## Taylor Distinctives

- According to the most recent HERI faculty survey, Taylor faculty are significantly more likely to report that they help students develop personal values and moral character and prepare them for both graduate education and employment after graduation compared to other highly-selective, religious institutions.
- Taylor students rate their leadership development opportunities significantly higher than their peers at comparison institutions. Two-thirds of Taylor seniors report participating in leadership development training (compared to 41% at other religious institutions). They also are significantly more likely to say that they have “effectively led a group to a common purpose” (44% vs. 31% at peer institutions).
- Taylor students also report high levels of satisfaction. When comparing Taylor undergraduates to undergraduates at other CCCU institutions, our students are significantly more likely to report having a personally meaningful relationship with God, a willingness to hold fast to their Christian convictions (even in the face of opposition), to report that their relationship with God impacts their day-to-day activities, and that their relationship with God contributes to a sense of wellbeing.
- Even more impressive, a significantly larger proportion of Taylor’s students than those at other Christian institutions report that the University challenges them to approach issues from a Christian perspective and to critically evaluate their behavior in terms of Christian values. They also report significantly higher amounts of feeling valued by the institution and that they are part of the community. Moreover, in each of these measures, Taylor students report stronger, more positive sentiments at the end of their four years on campus compared to when they began as freshmen.
- Taylor is a national leader in study abroad and global engagement opportunities. Taylor is ranked third in the country this year with an astounding 109% participation rate in global experiences.
- Finally, graduating Taylor students are far more likely than CCCU peers to report that the University helped them learn how to speak and write clearly and effectively and to think critically and analytically. In sum, a Taylor education accomplishes its goals.



## Academic Excellence, Dedicated to Truth



With more than 125 degree programs for study at the undergraduate level, Taylor also instills broad understanding and knowledge through its respected Foundational Core curriculum. Throughout the educational journey, the University encourages students to ask hard questions, to apply themselves to the tasks at hand, and to embrace their callings. In addition to the 130-plus fulltime instructional faculty, Taylor's unique academic environment includes student development professionals with advanced degrees and administrators who also hold faculty rank. In the aggregate, this contributes to a much richer context for intellectual formation and intentional academic community on the Taylor campus. It also produces a learning environment marked by distinctive excellence, as exemplified by the following accolades:

- Taylor ranks second among Indiana schools (including Notre Dame and Purdue) and second nationally among CCCU schools (including Westmont, Wheaton, and Calvin) for average incoming students' SAT score.
- Taylor is ranked third nationally among baccalaureate schools for the number of students who participate in study and service abroad opportunities.
- Virtually all members of the Class of 2021 (99%) secured a full-time or part-time job, post-graduate internship, or graduate school placement within six months following graduation.

You can read more about Taylor's academic accolades and awards in the [Taylor University Profile](#).



## A Vibrant Community United in Faith

Taylor is an institution that takes Christian faith seriously. All students, faculty, and staff have professed belief in Jesus Christ as their Lord and Savior. This, in turn, builds a vibrant campus community where shared values and commitments strengthen faith and intellectual development.

Unlike many Christian universities, Taylor doesn't monitor chapel attendance, yet Taylor students fill the seats at chapel services every week. Students hold each other accountable in their commitment to grow spiritually. Upperclassmen, who live on the same residence hall floors as first-year students, forge their own mentoring-like relationships with new students and encourage them to attend chapel, participate in small groups, and engage in floor/wing worship nights.

Our student body of about 1,800 possesses a tremendous amount of creativity that is channeled through various campus initiatives. Students have applied their gifts to on-campus music groups, Bible studies, campus events, themed athletic activities, and much more over the years. Rich traditions—running the gamut from lip-synching/dance contests to bike races where the rider changes but the bike never stops—keep students engaged in Taylor's distinctive campus culture.

Situated between Indianapolis and Fort Wayne on 952 acres, Taylor's bucolic campus is surrounded by cornfields, open air, and big skies. The Crossroads of America is not just a state motto; it is a fact of life. We want and encourage our employees to get involved in the lives of our students. Investing in the whole-person aspect of students' lives can be a lot of fun and very meaningful for everyone. Attending the annual Silent Night basketball game is just one way to participate in Taylor's unique campus culture. To learn more about this storied tradition at Taylor, check out the [ESPN Silent Night Feature](#). Finally, a high percentage of Taylor faculty and staff live close to campus; because of this, many employees take advantage of the opportunity to form close-knit relationships with students in mentoring and discipling relationships that last for life.





## Mission Statement and Foundational Documents

Taylor's mission is to develop servant-leaders marked with a passion to minister Christ's redemptive love, grace, and truth to a world in need.

We accomplish this mission by striving to be:

- **Whole Person Focused:** We involve students in learning experiences imbued with a vital Christian interpretation of truth and life which foster their intellectual, emotional, physical, vocational, social, and spiritual development.
- **Biblically Anchored and Liberal Arts Grounded:** We offer a liberal arts, professional, and life-long education based upon the conviction all truth has its source in God and His Word.
- **Christ-Centered:** Our Christian faith should permeate all learning—leading to a consistent life of worship, servant leadership, stewardship, and world outreach.
- **Faith and Learning Integrated:** We strive to create specific experiences where the integrative focus of a Christian liberal arts education is clarified, personalized, and applied.
- **World Engaging:** We contribute to the advancement of human knowledge and understanding and serve the evangelical Christian church and the larger, public community for the glory of God.
- **Servant Leader Motivated:** We foster a biblical model of relationships acknowledging both unity and diversity of the followers of Christ within a covenant community, which can be evidenced in a continuing lifestyle of service to and concern for others.

### Foundational Documents

A series of Foundational Documents make clear the University's interpretation and biblical understanding of a host of issues that relate to studying, living, and working together in a Christ-centered community. Senior leader candidates should be able to wholeheartedly affirm and endorse each of these documents annually. They are the following and can be located online [here](#).

- 1) Statement of Faith
- 2) Life Together Covenant
- 3) Sanctity of Life Statement
- 4) Multicultural Philosophy Statement
- 5) Statement on Human Sexuality





## The Opportunity

As Taylor embarks on a season marked by significant and increasingly diverse growth, the strategic importance of transforming the Town of Upland and our region cannot be overstated. This undertaking is driven, in part, by our view of it as a missional imperative. We believe we are called to bless and serve our neighbors, aligning with the directive in Jeremiah 29:7 to “seek the peace and prosperity of the city to which you have been carried... because if it prospers, you too will prosper.” It is clear to us that the thriving of Taylor and our neighbors is intertwined, and we are dedicated to seeking substantial resources for our community to catalyze positive growth across various domains.

The Main Street Mile Initiative—spurred on by a \$30,000,000 investment by the Lilly Endowment through the College and Community Collaboration grant-making initiative—focuses on one mile of immense significance: the stretch of Main Street that connects Taylor University to downtown Upland. The work we propose is ambitious yet highly attainable and holds the promise to convert the \$250,000 planning grant we received into \$250 million of strategic capital investments.

Our community has important strengths: major employers seeking to hire dozens of workers for local, high-paying jobs; natural beauty and access to an extensive trail system; a budding entrepreneurial ecosystem; and remarkable access to the arts and athletics through University programming. But these benefits are not readily apparent to those considering a relocation to our area, and they are not accessible to all within our community. Furthermore, these strengths are obfuscated by a decaying downtown, woefully inadequate housing stock, dismal hospitality options, and the lack of walkability and accessibility between downtown and the rich offerings available through the University.

These projects and programs will be supported and administered by the creation of a new position at Taylor, a person who will office in downtown Upland and be dedicated to community and economic development. This individual, along with an advisory



board of local constituents, will oversee a new community fund dedicated to expanding economic development in our area. Importantly, economic upside created by the Main Street Mile Initiative will go directly to the community fund, not to the University.

Serving as the main channel for the stewardship of these investments, 1846 Enterprises (named for Taylor’s founding year) is positioned to facilitate enduring growth, active engagement, and development of Upland and its surroundings. Through close partnership with community stakeholders and local and state officials, 1846 Enterprises is geared toward nurturing sustainable progress for Upland and beyond. By making use of the University’s resources, networks, and expertise, the aim of 1846 Enterprises is not solely to enrich the local community but also to provide experiential learning and opportunities for development to strengthen and bless our student body.

Our vision entails a dynamic approach that seamlessly integrates both for-profit and non-profit ventures, all working toward the overarching goal of realizing the Main Street Mile Initiative, catalyzing subsequent rounds of community and economic development.



## The Role and Essential Responsibilities

The Executive Director of 1846 Enterprises assumes a pivotal role in providing strategic leadership and fostering innovative thinking for the development and implementation of campus construction initiatives and the transformational Main Street Mile Initiative. With a reporting structure to the Vice President for Strategy and Chief of Staff, the Executive Director will serve as a visitor for at least the first year to the President's Cabinet and serve as a senior leader on campus. The role carries the responsibility for executing the University's Campus Master Plan and the Main Street Mile Initiative. The role encompasses overseeing a broad spectrum of projects and initiatives, achieving critical key performance indicators, and expected outcomes outlined in the Main Street Mile Initiative, building and then leading a skilled team, actively cultivating collaborations across campus, with developers and other community partners, and undertaking additional duties essential for realizing the ambitions of Taylor Thrives and the larger calling to revitalize our town, county, and region.

This work is made possible by the largest gift in the University's history, which we expect to draw an additional \$70 million of capital. In total, this work will represent a direct capital investment of more than \$100 million in Upland over five years – representing the largest investment in the town's history, and among the largest investments over a short time period in any small town in Indiana.

- Provide the vision, strategic planning, and leadership to execute the initiatives in the Main Street Mile Initiative.
- Direct campus and town construction projects and is the principal liaison to architects, developers, local officials, and prospective developers for campus and community capital projects.
- Manage the Construction Services office.

- Build deep working relationships with community leaders, ensuring the University's efforts are in line with the desires and needs of Upland and Grant County.
- Orchestrate a meticulous Request for Proposal (RFP) process and facilitate the selection of development teams.
- Oversee grant-related work, including but not limited to budgeting, reporting, and convening activities.
- Plan, execute, and host events for community leaders and others to deepen relationships with community partners and neighbors, including strategic meetings, workshops, and social gatherings.
- Plan promotional opportunities for University exposure in Upland and the surrounding communities and support community initiatives through sponsorships and other avenues.
- Serve as the principal "convener" for the 1846 Enterprises Advisory Council.
- Coordinate with the Principal Investigator and Co-Investigators of the University's College and Community Collaboration grant to ensure accurate implementation.
- Facilitate the development of relationships with community and business leaders which could serve as internship and externship opportunities for students pursuing the new B.A. in Entrepreneurship and Economic Development and the B.S. in Construction Management.
- Serve as the programmatic conductor for the community and entrepreneurial initiatives within the project.
- Provide direct oversight for all current and future Taylor University projects off-site.
- Serve as a liaison for the Office of the President to local and state officials, including Independent Colleges of Indiana and the Town of Upland.





## The Candidate

First and foremost, the Executive Director of 1846 Enterprises will be someone who has committed their life to Jesus Christ and daily submits their work to the Lord. All Taylor faculty, staff, and administrators are asked to be able to affirm and uphold the University's Foundational Documents, and the ideal candidate will be expected to do the same. In addition, the ideal candidate will have a deep care for the whole-person development of students not just as learners (although we do strive for academic excellence) but as servant-leaders as well.

The ideal candidate will have a passion for seeing a small town succeed and a proven track record of executing complex change and renewal initiatives. We are looking for an individual with an academic knowledge of best practices coupled with a proven practitioner's hands-on experience in indefatigably moving the ball down the field and overcoming obstacles to project completion. The successful candidate could come from several different backgrounds, but he or she must have expertise working with development teams and in construction and economic and/or community development. The candidate should also have significant personal experience in leading change within communities and a winsome personality that allows them to work closely with community members to identify needs and then build support for potential solutions. This person will be self-driven, able to identify and work towards completion of key performance indicators and to set a detailed multiple-year program timeline while also being an ultimate team player that is willing to be flexible in seeking to achieve outcomes that benefit both the University and the local community.

These qualities are not meant to be comprehensive but instead representative of the character of the ideal candidate for this role. In addition to these character traits, the ideal candidate will also be someone who meets the following qualifications.

- Earned a Bachelor's, and ideally a Master's, degree in business, economic development, community development, higher education, or a related field.
- Minimum 5 years' experience in economic and/or community development or construction management.
- Has experience in construction management and demonstrated ability to bring multiple projects to completion within a stated budget and timeline.
- Experience with setting and meeting goals and expectations with excellence.
- Strong interpersonal communication skills.
- Exhibits a collaborative leadership style with ability to develop effective teams.
- Shows an ability to develop relationships with business partners and community representatives to support program effectiveness.
- Demonstrates competence with budget development and fiscal management.
- Exhibits an ability to plan and execute various events and community gatherings and functions, as well as an affinity for relationship-building activities.





## APPLY NOW

Interested applicants are encouraged to submit their materials to [search@taylor.edu](mailto:search@taylor.edu) by February 16, 2024. The review of applications will begin immediately.

To apply, please submit a letter of application addressing qualifications outlined in this opportunity profile, a complete resume, a 1-2 page statement outlining your professional experience in construction management and/ or economic/community development, and a 1-2 page statement outlining your spiritual journey.



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