

# SEARCH FOR THE PRESIDENT

## LEADERSHIP PROFILE





## SEARCH FOR THE PRESIDENT

The Board of Trustees of The International Institute for Restorative Practices (IIRP) seeks an innovative, visionary, caring leader to serve as its next president.

### An Exceptional Opportunity

The IIRP seeks an accomplished leader who is also an effective and selfless team player; someone who will be the respected head of a graduate school, a substantial continuing education platform, and a consulting service, while working with the Board of Trustees in implementing a progressive and evolving strategy for growth.

The new president will possess the experience, skills and drive required to help shape the future of this innovative and progressive institution, while exemplifying the character and ethics expected in a highly visible and trusted educational and community leader.

## ABOUT THE IIRP

### The Mission

The mission of the International Institute for Restorative Practices Graduate School is to strengthen relationships, support communities, influence social change, and broaden the field of restorative practices by partnering with practitioners, students, and scholars.

### Restorative Practices

All humans are hardwired to connect. Just as we need food, shelter, and clothing, human beings also need strong and meaningful relationships to thrive. [Restorative practices](#) is a rapidly growing field within the social sciences that studies how to strengthen relationships between individuals, as well as social connections within communities.

With deep roots in Indigenous Communities throughout the world, the IIRP advances restorative practices as a field of inquiry within the social sciences to address some of the world's most pressing needs and challenges.

[The IIRP Presidential Paper Series](#) highlights leading thinkers and new voices in the field of restorative practices. In this series, the IIRP looks forward to pushing the boundaries of this new social science. Papers explore innovative theory and applications in fields such as education, community health, social justice, and organizational leadership, pointing to new directions for civil society advocates around the world.

## Overview and History

The International Institute for Restorative Practices (IIRP) Graduate School was established in 2006 to examine, teach, and develop restorative practices – an evolving social science that looks to effect real change within communities by strengthening relationships and fostering a mutual regard among individuals. In practicing what we teach, we engage with our students to share practices that focus on improving relationships, responsibility, and respect.

We also empower our students to train others to take this thinking outside of their classes and share it with their families, friends, schools, workplaces, and communities. In every course, students engage in useful projects, draw on the experience of faculty, and form supportive networks of peers. Our graduates emerge as seasoned changemakers who bring their own understanding of restorative practices with them wherever they go, and lead others by their example.

As the science of restorative practices grows and evolves, we are dedicated to always being at the forefront: pioneering new concepts, new approaches, and new methods.

The IIRP is the world's first graduate school devoted entirely to the teaching, research, and implementation of the emerging social science of restorative practices.

The establishment of the IIRP Graduate School was the culmination of decades of work in restorative practices by a number of pioneers around the world, among them the IIRP's founders, Ted and Susan Wachtel, who developed seminal constructs while leading Buxmont Academy and the Community Service Foundation.

The founding president, Ted Wachtel, successfully established restorative practices as a field worthy of study, and the Commonwealth of Pennsylvania Department of Education granted a Certificate of Authority to operate as a degree-granting institution in June 2006. We were granted accreditation and offer a Master of Science in Restorative Practices.

The IIRP has a clear strategic direction and a dedicated Board of Trustees who govern this institution of higher education. Even in the midst of the pandemic, we have expanded our faculty and curriculum and prospered financially.

### Strategic Plan 2020-2025

In 2019 faculty, students, trustees, and staff collaboratively developed a new Strategic Plan. Having just marked our first 20 years, the International Institute for Restorative Practices (IIRP) faces great horizons. We know we have been successful because we see a growing number of individuals, schools, and communities building upon our foundations. To set our sails for 2025, we mapped a course through a participatory process that involved stakeholders in designing a future that anchors the IIRP in the world of higher education. Consultants guided us in a Three Horizons Model Strategic Planning process, and their proven experience with interactive design was instrumental in teaching us to translate our strategy into an easy to-communicate roadmap that links today's actions to long-term goals.

To grow restorative practices as a field of inquiry, our mission specifically addresses our three business pillars —education, consulting, and research — and our foundation of living restorative practices. Our vision in service of our mission requires us to:

- Act nimbly. Encourage creativity by moving quickly and taking risks that often defy conventional wisdom.
- Work boldly. Create the capacity to mount projects that are unique, scalable, and relevant.
- Share openly. Influence through generosity to accelerate the advancement of social health.
- Reach globally. Include key stakeholders whose diverse knowledge and experience are critical to our success.

Our dedication to treating people with dignity manifests in a commitment to engage in an inclusive manner. We will need to attract and retain faculty, staff, students, and trustees with diverse experiences to shape our thinking in developing knowledge that increases people's sense of belonging and agency in a changing world.

The IIRP's Aspirations frame our strategic goals:

- **Goal 1:** Education is to be transformative and influential.
- **Goal 2:** Deliver consulting processes valued for organizational learning and adaptive change.
- **Goal 3:** Create research initiatives that generate new knowledge and spur innovation.
- **Goal 4:** Our work culture explicitly models restorative practices.



Each goal has measurable objectives based on a five-year horizon and subsequent initiatives designed to expand our curriculum and diversify revenue sources.

Unlike some strategic plans, ours does not merely sit on a shelf. Now in its second year, it has proven to be a living document that led us through the pandemic and has served to align resources within a dynamic culture. In order to more effectively work toward the goals in our strategic plan, the IIRP has adapted a multidimensional organizational model. Multidimensional organizations assemble resources around their key outputs in order to emphasize the dynamic interactions supporting the mission.

As business pillars grow, they can use resources throughout the organization and benefit from the skills and competencies of all staff. From employee orientation to biannual budget, planning, and assessment meetings, the strategic plan is a living document referenced in monthly meetings and bimonthly team builders, and it is assessed and reported on each term. Trustees and the Committee of the Whole (COW, the IIRP's highest deliberative body, which advises the president) receive an Annual Academic and

Administrative Outcomes report prepared by the Assessment Committee, synthesizing progress in our strategic plan and identifying emerging opportunities.

## Location

[The International Institute for Restorative Practices](#) Graduate School (IIRP) is located at the corner of Main and Walnut Streets in historic downtown Bethlehem, Pennsylvania in the heart of the Lehigh Valley. This area is home to a variety of attractions and historic and cultural sites. [Bethlehem](#) is within driving distance of New York City, Philadelphia, Amish country, and scenic Bucks County.



## Accreditation

The IIRP is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104 (267-284-5000). The Middle States Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation.

## Our Students

In accordance with our mission, the ideal candidate for admission is dedicated to improving their work setting or community through the use of restorative practices. The

application process for admission into the Master of Science in Restorative Practices program encourages students to articulate their personal, professional, and educational goals.

The students who come to the IIRP Graduate School are:

- Motivated by a sense of justice to create a fairer and more participatory world.
- Determined to learn how to manage conflict and foster respect and empathy.
- Eager to engage individuals to have voice in decisions that impact them.
- Hungry to foster responsibility and learn how to hold people accountable for their actions.

Once admitted, students tailor their studies through electives, specializations, and possible independent study to match their individual goals and interests within the framework of the mission. With the ability to offer this degree online, students from around the world may enroll. Enrollment has shown steady growth from 191 students to 291 in the past five years.

This past year, 23% of our student body resided in Pennsylvania, 70% were from out of state, and 8% of our students were international. Our students are adult learners from diverse backgrounds.

We believe there should be no surprises regarding tuition when a student begins their graduate work at the IIRP. We guarantee admitted students that their tuition will not increase through the completion of their program, and they are granted an additional



8.35% discount as the hallmark of our Transparent Tuition program. We do not charge fees for course registration, graduation, or transcripts. There are no hidden costs.

The IIRP is a non-participating provider of Student Financial Aid under the United States Department of Education. Students have the opportunity to enroll in zero-interest loans administered directly by the IIRP instead of relying on federal loans. Presently, the monthly payment is \$167 per month over 97 months for a Master of Science degree.

## Alumni

Our 520 alumni understand that for real change to happen, it has to come from a vision and responsibility that is shared by all stakeholders. Of those alumni, 249 have received master's degrees and 271 earned a Graduate Certificate. Alumni willingly share their knowledge at IIRP World Conferences, webinars, and symposia.

## Academics & Continuing Education

We offer a 30-credit online [Master of Science in Restorative Practices](#) degree. In 2021, we introduced the Thesis Option for students who wish to expand their knowledge of restorative practices by conducting original research. As of AY 2022-23, students may choose to pursue one of two specializations, Education or Community Engagement, as an option to be indicated on their transcript. The Master of Science program concludes with RP 699 Integrating Seminar, which serves as a capstone to their coursework.

A 12-credit Graduate Certificate is also offered and credits earned for the certificate can be applied to the degree program.

Online instruction allows the graduate program to transcend geography and aggregate curious students from across the globe. In a world responding to a global pandemic, online opportunities for continuing education are essential and allow for diverse perspectives to be included in learning.



We offer professional development and receive requests to bring those noncredit offerings – as well as coaching and consulting – to schools and businesses. These can be delivered online, in person, or in any blended manner conducive to learning.

## Leadership and Shared Governance

Our restorative ethos is embedded within governance structures, policies, decision-making processes, and trustee selection process, with defined reciprocal roles and responsibilities for students, staff, faculty, administration, and trustees. There are well-defined channels of communication between trustees and the president, and between trustees and faculty, staff, and administration. Policies and processes are reviewed regularly and updated as needed. Through regular assessment, we know that the president, Board, and Committee of the Whole (COW) are performing their duties and working together effectively.

The Committee of the Whole is the IIRP's shared governance structure. It is comprised of the president, full-time faculty, librarian, provost, the vice president for administration, chief financial officer, and administrative leaders. This wide engagement ensures that all parties actively participate in decision making and have a substantial voice in issues of governance. Since 2021, there has been a commitment to transparency and all employees of the IIRP are welcome to attend and participate in COW Meetings

The president's senior advisors include the provost, vice president for administration, and chief financial officer.

The Board of Trustees is transitioning from a founder's board and has instituted term limits and is expanding the membership of the Board. The Board has recently revised its bylaws and has created four new standing committees: Executive, Education, Finance and Audit, and Governance. Each of these committees consults with the appropriate institutional leader as necessary. They are committed to their fiduciary duties while utilizing restorative practices as members of the IIRP community.

## Faculty

Throughout our strategic planning process, we realized our greatest resource is our strong network of faculty, staff, and practitioners. Our six full-time faculty members and

our librarian are well regarded practitioners, scholars, and researchers who are pioneering the emerging social science of restorative practices. The delivery of the curriculum is enhanced by a dedicated group of adjunct faculty members.

The faculty is a critical part of the culture of assessment at the IIRP and oversees the curriculum of both credit and noncredit offerings. They are frequent presenters at conferences. They are engaged in helping to create our research agenda as one of the pillars of our strategic plan.



## Finances

For the fiscal year ending June 30, 2021, the IIRP's annual operating budget was approximately \$5.2 million with assets totaling \$8.3 million and liabilities of \$1.4 million. As a new institution, we rely on earned income with \$5.7 million in reserves and \$72 thousand in an endowment. Tuition revenue was \$976 thousand in Fiscal Year 2021, but 73% of revenue, or \$5.5 million, was billed through continuing education, serving K-12 schools across the country. The IIRP also had \$1.1 million in nonoperating revenue.

## OPPORTUNITIES AND CHALLENGES FOR THE NEXT PRESIDENT

### EMBRACING RESTORATIVE PRACTICES

The IIRP does not require that its next president be credentialed in or be a current practitioner of restorative practices. Leadership comes in many forms and from multiple venues. The IIRP does expect its president to understand restorative practices, to embrace the field, and to practice restorative processes in all aspects of the job.

## PROVIDE INNOVATIVE LEADERSHIP AMIDST CONSTANT CHANGE

The next president must embrace the innovative nature of the IIRP, understanding that change must be accomplished without sacrificing quality, in a manner consistent with the principles that guide our work.

Resources must be allocated in a manner that is transparent and fair. Policy and procedures must be relevant to the mission, and their execution must be consistently applied.

The president will lead by example and with empathy, listening and learning from colleagues and the community, personally setting the tone for discourse, and building collaborative relationships to achieve the institution's mission and strategic focus areas.

## MANAGE EXTERNAL FORCES

COVID 19 has changed the world of higher education in ways yet unknown that will impact the way we operate in the future. The pandemic and its aftereffects require the president to be proactive in anticipating next steps, ensuring that the IIRP's programs reflect the needs of the greater community.

While COVID 19 is the immediate crisis, there are other forces impacting higher education that cannot be ignored. Across the curriculum, changes in how and where students learn will require constant rethinking of pedagogy, andragogy, technological infrastructure and support, and the curriculum itself.

The president will be honest and transparent in initiating discussion of the external challenges facing the IIRP. The president will engage the IIRP's team to confront challenges and embrace possibilities.

## SEEK INTERNAL BALANCE

Meeting future challenges and converting them into opportunities requires a caring community of faculty, staff and students working together in an atmosphere of respect and common purpose. Restorative Practices allows conflicting viewpoints to be discussed openly and without rancor. It limits competition for limited resources,

encouraging a willingness to compromise and, in some cases, sacrifice for the common good.

IIRP faculty, administrators, and staff are dedicated and loyal. Consistent with their devotion to the IIRP, they are concerned about the allocation of resources. This means the next president must forge the best of personal and professional relationships with all constituencies. It is expected that the president will provide a style of leadership appropriate to a dynamic institution – one that builds and strengthens the IIRP in a manner consistent with the forward-thinking trajectory of the institution.

The president will view being a practical visionary and prudent risk-taker as complementary and consistent with the needs of the institution. The president will understand that innovative ideas mean little if they are not converted into quantifiable projects that are completed on time and on budget. The president will recognize the dangers of mission creep and being spread too thin, focusing team efforts to achieve positive outcomes. The president will understand why the IIRP is the logical and best place for transforming creative thought into practical outcomes and become its most effective agent of change.

## LEADERSHIP IN A UNIQUE ACADEMIC ENVIRONMENT

The next president will possess a true affinity for restorative practices – for both graduate education and professional development – and an understanding the roles that teaching and research play in the Institute.

The next president must be prepared to coordinate a complex, multifaceted academic operation where change is the norm rather than the exception. This will require an appreciation for and understanding of the applications of both personal touch and technology in teaching, learning and creating new opportunities for research.



The next president must be prepared to earn and maintain the respect of a talented and innovative faculty and staff with high expectations for their leadership.

## FUNDRAISING

The next president will communicate a passionate vision for the IIRP that inspires donors, grantors and potential partners. The president will take ownership of fundraising goals, strategies and tactics.

The next president will aggressively seek to build and strengthen relationships with all constituents, including students, alumni, faculty and administration, the community, local and statewide businesses, government agencies and foundations.



## PARTNERSHIPS

The president of the IIRP serves as not only an institutional leader but also a community leader and spokesperson. They will be expected to promote the IIRP's visibility and reputation by demonstrating strong leadership and personal integrity.

The next president will actively seek opportunities to increase awareness of the IIRP and will effectively convey the IIRP's unique mission, strengths and values to all constituents.

The president will have the opportunity to not only strengthen existing partnerships, but also to identify and develop new ones in eastern Pennsylvania and beyond.

Accomplishing this will require a president who is as comfortable working outside the Institute as within its confines.

## QUALIFICATIONS AND QUALITIES OF THE NEXT PRESIDENT

The president of the International Institute for Restorative Practices will be a leader who possesses a terminal degree and a deep appreciation of the value of restorative practices.

In addition, the following qualities are desired:

### LEADERSHIP

- Demonstrated successful experience in leadership positions. Experience in restorative practices is not required but is desired.
- Experience building and motivating effective teams.
- Ability to lead with transparency, make important decisions collaboratively, and respect the dignity of all stakeholders.
- Capacity for strategic thinking and innovation.

### RELATIONSHIP BUILDING

- The ability to comfortably apply restorative practices within the IIRP and in dealings with outside constituencies.
- The ability to build trust and respect across multiple constituencies (students, alumni, faculty, administration, trustees, community and strategic partners).
- The ability to develop and nurture partnerships with external organizations.

### FUNDRAISING

- A genuine interest in all aspects of fundraising.
- Demonstrated success in raising money for an organization.
- The ability to enthusiastically influence various donor constituencies.
- Passion to convey the IIRP vision to inspire transformative gifts.

## BUSINESS ACUMEN

- Experience operating a complex educational organization.
- Experience managing budgets and financials at a detailed level.
- An understanding of the value of data-driven decision making.
- Experience with marketing functions.
- Experience with enrollment management in an educational organization.
- Strategic planning experience at an academic institution.

## COMMUNICATION SKILLS

- Effective and open oral and written communications.
- The ability to listen respectfully to a wide range of constituents.
- Ability to achieve buy-in and active support for bold actions.
- Ability to adjust style to communicate effectively to a wide range of constituents.

## PERSONAL CHARACTERISTICS

- The highest ethical and moral standards in both professional and personal life.
- Commitment to restorative practices.
- Passion for diversity and justice.
- Perseverance, work ethic, and drive to build a legacy of success.
- Intellect, curiosity and open-mindedness.
- Eagerness and stamina to serve 24/7 as an institutional advocate and spokesperson.
- Humility and a sense of humor.

## THE APPLICATION PROCESS

The IIRP Presidential Search Committee will begin reviewing and evaluating applications as they are received and will continue to accept and review credentials until a new president is selected.

To ensure fullest consideration, candidates are advised to submit their materials by **May 13, 2022**.

Dr. Richard A. Wueste, Executive Search Consultant, of AGB Search is assisting this search. Nominators and prospective candidates are encouraged to contact him at: [richard.wueste@agbsearch.com](mailto:richard.wueste@agbsearch.com)



Applications should be submitted electronically in Word or PDF format to: [IIRPPresident@agbsearch.com](mailto:IIRPPresident@agbsearch.com)

Materials must include:

- A **Letter of Interest** that responds to the *Opportunities and Challenges for the Next President* and the *Qualifications and Qualities of the Next President* sections of this profile;
- A current **CV or resume**;
- The **names and contact information** (telephone and e-mail) **for five references**, none of whom will be contacted until a later stage of the search or without the formal permission of the candidate. All inquiries and applications will be received and evaluated in confidence.

*The International Institute for Restorative Practices (IIRP) Graduate School admits students of any race, color, religion, national or ethnic origin, age, gender, gender identity or expression, sex, sexual orientation, familial, marital or veteran status, HIV status or disability to all the rights, privileges, programs and activities generally accorded or made available to students. The IIRP Graduate School admits students equally with regard to these categories.*