Position Specification: Head Football Coach

Institutional Background

Pacific Lutheran University (PLU) purposefully integrates the liberal arts, professional studies and civic engagement in the beautiful Pacific Northwest. With distinctive international programs and close student-faculty research opportunities, PLU helps its 3,100 students from all faiths and backgrounds discern their life’s vocation through coursework, mentorship, and internships at world-class Puget Sound-area businesses and institutions.

Founded in 1890 by Norwegian pioneers, PLU continues the distinctive tradition of Lutheran higher education through its commitment to the advancement of knowledge, thoughtful inquiry, and questioning, the preparation of citizens in service to the world and to its ongoing reform. Located in the Parkland neighborhood of Tacoma, Washington, PLU is set in a region that also offers vast opportunities for outdoor recreation, culture, and sports.

To support students and faculty as they explore life’s big questions and engage in fulfilling and meaningful work, the university established the Wild Hope Center for Vocation. A distinctively hopeful exploration, the search for vocation that faculty and students undertake together endures even in the face of the untamed and unpredictable nature of the world in which we live.

The first American university to have Study Away classes on all seven continents simultaneously, PLU is also the first private university on the West Coast to receive the prestigious Senator Paul Simon Award for Campus Internationalization. An honoree on President Obama’s Higher Education Community Service Honor Roll, PLU hosts an Emmy Award-winning MediaLab; a MacArthur Award-winning detachment of
Army ROTC; and more than 100 clubs and activities, including 19 varsity athletic teams in the Northwest Conference of NCAA Division III.

The university consistently ranks among the top 20 in *U.S. News & World Report*’s Best Universities in the West and recently was named fourth in the West for Best Colleges for Veterans. It also ranks in the top 4 percent of Master’s universities nationwide by *Washington Monthly College Guide*. The university has produced 100 Fulbright Scholars since 1975.

PLU is noted for its commitment to diversity, justice, and sustainability. For its record on sustainability, the University was recognized with a Gold Award from the Association for the Advancement of Sustainability in Higher Education (AASHE). PLU seeks out students from every possible background—all religions, all races, all socioeconomic groups, all sexual orientations—from all over the world. For the 2017-18 academic year, 40 percent of incoming first-year students are the first generation in their families to attend college; 39 percent self-identify as students of color; and 31.8 percent are Pell Grant-eligible.

For more than 40 years, PLU has been internationally known for its Holocaust Studies program, which now includes the Kurt Mayer Endowed Chair in Holocaust Studies and the annual Powell-Heller Conference for Holocaust Education. In fall 2014, PLU became one of only a handful of universities nationwide to offer a minor in Holocaust and Genocide Studies.

Another of the hallmarks of PLU is its nationally acclaimed School of Arts and Communication. Recent alumni are performing and creating on Broadway, in television and film, as well as on stages and concert halls around the world, and at news and media organizations nationwide. The recently renovated $20-million Karen Hille Phillips Center for the Performing Arts is the premier performing arts center in the South Puget Sound region.

The university offers 44 majors and 54 minors, as well as graduate and professional programs in business administration, creative writing, education, finance, marketing research, marriage and family therapy, and nursing.

**LUTE ATHLETICS: A TRADITION OF EXCELLENCE**

PLU teams have won 11 national championships and a total of 240 Northwest Conference (NWC) titles since 1966. Individually, 46 Lute student-athletes have captured national championships, and more than 400 student-athletes have been named to All-America teams. PLU student-athletes also excel academically, earning 10 NCAA post-graduate scholarships and numerous Academic All-America selections. In 1996, PLU earned the NAIA Sears Directors’ Cup, which recognizes the nation’s top overall athletic program.
In the 2016-17 academic year:

- The women’s soccer team captured its first NWC championship in 24 years, going undefeated during the regular season.
- The women’s rowing team successfully defended its NWC championship and the Varsity 8+ boat earned its second straight berth to the NCAA Championships.
- Men’s Golf finished 18th in the nation, the highest finish in program history for the Lutes, after winning the NWC Championship in April.
- 72.9 percent of PLU student athletes have a GPA above 3.0.
- All 19 out of 19 sports had a team GPA of 3.0 or higher.
- 83 student-athlete Lutes earned all-conference recognition throughout the year and 40 student-athletes were honored with Northwest Conference Student-Athletes of the Week recognition.

Tacoma, Washington

Tacoma is a mid-sized urban port city in and the county seat of Pierce County, Washington. The city is on Washington’s Puget Sound, 32 miles southwest of Seattle, 31 miles northeast of the state capital, Olympia, and 58 miles northwest of Mount Rainier National Park. The population was 198,397 according to the 2010 census. Tacoma is the second largest city in the Puget Sound area and the third largest in the state. Tacoma also serves as the center of business activity for the South Sound region, which has a population of around 1 million.

Tacoma adopted its name after the nearby Mount Rainier, originally called Takhoma or Tahoma. It is locally known as the “City of Destiny” because the area was chosen to be the western terminus of the Northern Pacific Railroad in the late 19th century. The decision of the railroad was influenced by Tacoma’s neighboring deep-water harbor, Commencement Bay. By connecting the bay with the railroad, Tacoma’s motto became “When rails meet sails”. Commencement Bay serves the Port of Tacoma, a center of international trade on the Pacific Coast and Washington State’s largest port.

Like most central cities, Tacoma suffered a prolonged decline in the mid-20th century as a result of suburbanization and divestment. Since the 1990s, developments in the downtown core include the University of Washington Tacoma; Tacoma Link, the first modern electric light rail service in the state; the state’s highest density of art and history museums; and a restored urban waterfront, the Thea Foss Waterway. Neighborhoods such as the 6th Avenue District have been revitalized.

Tacoma has been named one of the most livable areas in the United States. In 2006, it was listed as one of the “most walkable” cities in the country.
Beginning in the early 1990s, city residents and planners have taken steps to revitalize Tacoma, particularly its downtown. The University of Washington established a branch campus in Tacoma in 1990. The same year, Union Station (Tacoma) was restored. The Museum of Glass opened in downtown Tacoma in 2002, showing glass art from the region and around the world. It includes a glassblowing studio and is connected to the rest of the Museum District by the Bridge of Glass, which features works by Tacoma native glass artist Dale Chihuly.


Tacoma’s downtown Theatre District is anchored by the Pantages Theater (first opened in 1918). The Broadway Center for the Performing Arts manages the Pantages, the Rialto Theater, and the Theatre on the Square, as well as Tacoma Little Theatre. Other attractions include the Grand Cinema and the Temple Theatre.

For more information about Tacoma, visit the Chamber of Commerce at [https://www.tacomachamber.org/](https://www.tacomachamber.org/)

**Mission**

PLU seeks to educate students for lives of thoughtful inquiry, service, leadership, and care—for other people, for their communities and for the Earth.

The institution articulates its purpose in a mission statement, and identifies core themes that comprise essential elements of that mission. They are:

- A Challenging Academic Experience
- A Culture of Leadership, Service, and Care
- A Supportive Educational Environment

**Vision**

As a university of the first rank, Pacific Lutheran University seeks to maximize its mission for all students as the leading example of the Lutheran tradition of higher education, purposely integrating the liberal arts, professional studies, and civic engagement.
Values
- Diversity
- Justice
- Sustainability
- Critical Questioning
- Protecting Freedom
- Liberating Study
- Learning in Community
- Honoring Life on Earth
- Discerning One’s Calling
- Serving Wholeness and Health

Strategic Plan
The strategic planning process includes these elements:

- Decennial Vision Documents
- Measurable Goals to Achieve Aims of the Vision Documents
- Integrated Education
- The Box Resolution on the Care of People and Place

PLU’s decennial vision documents lay out the long-range objectives of the university:

- PLU 2000 formulated their mission statement (“We seek to educate students for lives of thoughtful inquiry, service, leadership, and care—for other people, for their communities, and for the Earth”).
- PLU 2010 identified their three areas of special distinction: Global Education, the Discernment of Vocation, and Close Collaborative Student-Faculty Research.
- PLU 2020 stressed three key values: Diversity, Justice, and Sustainability.

The strategic planning process translates the general aims of the vision documents into key performance indicators and measurable goals.

For more information about PLU’s strategic plan, visit http://www.plu.edu/president/planning/strategic-planning/.
Leadership

ALLAN BELTON, ACTING PRESIDENT

Allan Belton was appointed by the Pacific Lutheran University Board of Regents to serve as the University’s Acting President as of June 1, 2017.

Prior to being appointed Acting President, he served as Senior Vice President and Chief Administrative Officer, responsible for the University’s administrative functions including Business Operations & Finance, Human Resources, Facilities & Construction Management, Information Technology, and Risk Management. Allan joined PLU in 2015 as the University’s Chief Financial Officer.

Prior to joining PLU, Allan enjoyed a 25-year career with Bank of America Merrill Lynch, where he served most recently as Managing Director and Chief Operations Officer for global treasury management. He holds a B.A. in Business Administration and an M.B.A. from Washington State University.

Allan is married to Melinda Krotz Belton, PLU Class of 1991; they live in Gig Harbor with their three children.

The Academic Program

PLU utilizes a 4-1-4-based academic calendar. The university offers 44 majors and 54 minors, as well as graduate and professional programs in business administration, creative writing, education, finance, marketing research, marriage and family therapy, and nursing. The student-faculty ratio at Pacific Lutheran University is 11:1, and 51.9 percent of PLU’s classes have fewer than 20 students. The most popular majors at Pacific Lutheran University include: Business, Management, Marketing, and Related Support Services; Health Professions and Related Programs; Social Sciences; Biological and Biomedical Sciences, and Physical Sciences. The average freshman retention rate, an indicator of student satisfaction, is 82 percent.

The Student Body

Pacific Lutheran University has a total undergraduate enrollment of 2,782, with a gender distribution of 37 percent male students and 63 percent female students. At this institution, 48 percent of the students live in college owned, college operated or college affiliated housing and 52 percent of students live off campus. In sports, Pacific Lutheran University is part of the NCAA Division III.
An Overview of the Pacific Lutheran Athletics Department
PLU sponsors 19 intercollegiate sports teams, which are known as the Lutes. Among the sports are men’s and women’s basketball, cross country, golf, soccer, swimming, tennis, indoor and outdoor track and field. Also represented are women’s rowing, volleyball, baseball, football, and softball. The program is a member of Division III of the National Collegiate Athletic Association (NCAA) and competes in the Northwest Conference (NWC). Lute teams have captured 243 NWC championships, 11 National Championships and over 400 Lute student-athletes have received All-American honors.

PLU joined the Northwest Conference in 1965. PLU has won the prestigious McIlroy-Lewis All-Sports Trophy, awarded to the athletics program that excels across all sports, more times (15) than any other conference member. In the Learfield Directors’ Cup NCAA Division III standings as of the end of the fall 2017-18 season PLU is tied for the 34th best program out of all 324 member institutions.

The NWC was formed in 1926, making it one of the oldest athletics conferences in the western United States. In addition to Pacific Lutheran, the nine-team NWC includes: Lewis & Clark College, Linfield College, George Fox University, Pacific University, and Willamette University from Oregon, and the University of Puget Sound, Whitman College, and Whitworth University from Washington. NWC member-institutions have won eight NCAA Division III National Championships: Pacific Lutheran football in 1999, Linfield football and George Fox baseball in 2004, Linfield softball in 2007, George Fox women’s basketball in 2009, Linfield softball in 2011, Pacific Lutheran softball in 2012, and Linfield baseball in 2013.

Organizational Structure of the Division
Reporting to the Vice President for Student Life, the Director of Athletics is a member of the Division of Student Life senior management team and a larger leadership team that reports to the President of Pacific Lutheran University.

Laurie Turner has served as the Director of Athletics at PLU since the 2005-06 academic year.

Under her direction, the Lutes have captured 21 Northwest Conference titles in nine different sports while the softball team won the NCAA Division III national championship in 2012. Turner has cultivated an atmosphere of success both on and off the field of competition with 145 student-athletes earning the NWC Scholar-Athlete award in 2016-17.
History of the Position
Football began intercollegiate competition at Pacific Lutheran University in 1929 and has had only eight head coaches since then, including only two—and both from the same family—since 1972 (Frosty Westerling, 1972-2003, and his son, Scott Westerling, 2004-2017). Since joining the Northwest Conference, PLU football has won the NWC Championship nine times and participated in the NCAA Championship six times, winning the National Championship in 1999.

Responsibilities of the Position
The Head Football Coach will plan, organize, direct, and evaluate all phases of a competitive, NCAA Division III intercollegiate football program. Primary duties involve every aspect of administrative planning associated with the day-to-day operations of the program, including student-athlete recruitment, practice planning, scheduling, coordination of team travel, budget management, fundraising, supervision of assistant coaches, monitoring academic progress of student-athletes, coordination with admissions and enrollment policies and practices, use of appropriate institutional and sport-specific technology, and administration of the football program in full compliance with NCAA, Northwest Conference and Pacific Lutheran University rules and regulations.

The budget for the program is established with the goal of providing every opportunity to be competitive in recruiting, competition, and in providing the best possible student-athlete experience. All PLU head coaches participate in fundraising for non-budgeted enhancements to their respective programs.

The full-time position will report directly to the Director of Athletics in keeping with the prioritized expectations for the program. The staff consists of two full-time assistants, part-time assistants as supported by a budget pool, and volunteer assistants. The program is supported by an experienced staff of athletic trainers, strength and conditioning coaches, and media specialists.

The Head Football Coach should be a collaborative, visionary partner with others at the institution and in the community to strategically plan, adequately fund, and tactically implement those facility, operating, and personnel enhancements that are necessary to attain the level of success that is desired for the program.

Success in coaching intercollegiate athletics at Pacific Lutheran University is defined in the Athletics Mission Statement as follows:

The Pacific Lutheran Athletics Department is dedicated to providing a broad-based, quality program and experience for men and women who strive to achieve academic and athletic excellence within the Northwest Conference as well as regional and national levels. Committed to the holistic development of students, the department strives to educate and promote personal growth and physical well-being
through its intercollegiate sports program. The department subscribes to high standards of ethical conduct and fair play to achieve athletic prominence and to safeguard the health and welfare of its students.

Athletics is considered an integral part of the total education of the student, whether in the role of participant or spectator. The athletics program is a co-curricular experience, which provides the student-athlete with a diversity of experiences, while enhancing his/her intellectual, personal, physical, spiritual, emotional, and social development.

Characteristics of the Successful Candidate
This position requires a minimum of a bachelor’s degree and five years of previous coaching experience at the intercollegiate level. The ideal candidate should have excellent interpersonal and communication skills, proven recruiting skills, demonstrated experience in teaching and coaching the game and must have a commitment to academic success and student-athlete well-being. An understanding of and appreciation for the principles and philosophies of NCAA Division III athletics is essential.

It is the vision of Pacific Lutheran University to constantly develop, retain, and graduate the student-athlete by exemplifying the principles and practices of a winning program with outstanding educational values. PLU strives to be a leader in athletic achievement as well as academic measures within the Northwest Conference and NCAA Division III. The ability to work closely, collaboratively, and appropriately within the NCAA Division III and institutional rules with admissions, enrollment, financial aid, counseling, advising, student life and other campus departments is paramount, along with a sincere commitment to inclusion and diversity in every regard. PLU places as much value on the contributions that all members of its community—students, faculty, and staff—bring to the institution as it does on the value that the institution provides in return.

The successful candidate must demonstrate a working knowledge of NCAA Division III Football rules and regulations and be familiar with and supportive of current health and welfare concerns and trends within the industry, especially concussion protocol. Although primary player recruitment has been within the Northwest, more diverse recruiting ties are desirable. The ideal candidate will have a solid understanding of the dynamics and culture of developing a strong and focused team within the framework of the overall student experience. The successful candidate will also have a clear and effective communications protocol for parents/guardians and understand their role in the program. The ability to hire and mentor assistants is essential, as well as the desire to further one’s own professional growth and development.
Likely Opportunities, Priorities, and Challenges of the Position
Much of the potential for success is already in place at Pacific Lutheran University. The institution boasts a senior administration that believes in and values intercollegiate athletics as the “front porch” of the institution; there is a coaching and support staff in place that is capable and committed to the concept of the student-athlete experience; a commitment to facilities that are commensurate with the competitive, safety, and spectator experience expectations for the programs; and a community that has a demonstrated history of supporting Lute Athletics.

Benefits Overview
PLU is pleased to provide employees with Good Fit, the university’s comprehensive employee benefit program that offers a variety of employee benefit options. From medical care to retirement, with wellness ideas, time off benefits and continuing education opportunities in between, Good Fit was created because we understand that one size doesn’t fit all. The benefit plans at PLU include the following:

- Medical and Vision
- Dental
- Domestic Partner Benefits
- Emergency Shared Leave
- Employee Assistance Program
- Life Insurance/AD&D
- Long-term Disability Insurance
- Medical Leave
- Reimbursement Accounts
- Transportation Incentives
- Travel Insurance
- Tuition Exchange and Tuition Remission
- Retirement
**Application and Nomination**

Applications, including a position-specific cover letter and resume, may be submitted online at [http://www.spelmanandjohnson.com/open-positions/](http://www.spelmanandjohnson.com/open-positions/). Nominations for this position may be emailed to Dell Robinson at [ddr@spelmanjohnson.com](mailto:ddr@spelmanjohnson.com). Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Spelman Johnson  
Head Football Coach – Pacific Lutheran University  
Dell D. Robinson, Search Associate – Athletic Practice  
Phil Goldstein, Search Consultant

Visit the Pacific Lutheran University website at [www.plu.edu](http://www.plu.edu).

Pacific Lutheran University is committed to providing equal opportunity in employment and in education for all members of the university community without regard to an individual’s race, color, creed, religion, gender, gender identity, gender expression, national origin, age, mental or physical disability, marital status, sexual orientation, or any other status protected by law. Pacific Lutheran University is committed to enlarging and maintaining the representation of ethnic, gender, cultural and economic diversity among its employees, as well as among its student population. PLU is further committed to the reasonable accommodation of persons with disabilities. In furtherance of these goals and in accordance with state and federal law, Pacific Lutheran University has adopted a program that reflects its intent to provide applicants, employees, and students equal opportunity in all aspects of employment and education and to provide a working and learning environment free from unlawful discrimination and harassment.

Spelman Johnson has prepared this document based on personal interviews and information copied, compiled or quoted in part from source documents obtained from our client institution, and as such, the contents of this document are believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern, and the material presented here should be relied upon for informational purposes only.