PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

LEADERSHIP PROFILE
SEPTEMBER 2018
The Opportunity

Towson University (TU) is seeking a Provost and Executive Vice President for Academic Affairs (Provost) to join the university’s senior leadership team and play a major role in continuing to fulfill the institution’s mission to foster student success and personal growth. This individual will be the second-in-command at the university and a close partner of President Kim Schatzel, who began her tenure in January, 2016.

TU is a comprehensive public university that balances teaching and research in an academic environment supportive of a high-quality student experience, academic rigor, distinguished scholarship and significant community engagement. A member of the 12-campus University System of Maryland, TU is the second largest and fastest growing institution, with almost 23,000 undergraduate and graduate students enrolled for the 2018 fall term.

The Office of the Provost provides the support and resources for an environment grounded in respect and inclusion where students, faculty, and staff can engage in learning and teaching, scholarly research and creative work. TU’s academic units include the College of Business and Economics; College of Education; College of Fine Arts and Communication; College of Health Professions; College of Liberal Arts; Fisher College of Science and Mathematics; and the Honors College.

The Provost will have a strong vision for academic excellence and a passion for the mission of public education, understanding the important social, cultural and economic roles it plays in the region and state. Equally important is the need for the Provost to apply strong management skills in directing the office of academic affairs and setting TU’s academic priorities. This leader will play a key role in assisting the President in the administration of the university, and will have the depth of management experience required to develop and execute strategies to ensure its future successes.

For information regarding how to submit a nomination or expression of interest, please see the section entitled “Procedure for Candidacy” near the end of this document.
ABOUT TOWSON UNIVERSITY

Towson University is Maryland’s university of opportunities. With more than 150 years of experience pushing possibilities, TU is recognized as one of America’s top regional public universities and a leader in academic excellence, research and discovery. Towson University is currently honored as a leading regional university by both Princeton Review and U.S. News and World Report, and is one of only a handful of institutions where graduation and retention rates are the same for all students, a result of a deeply inclusive culture with a focus on equity among all students, faculty and staff.

ACADEMICS

With an academic mission to foster intellectual inquiry and critical thinking, Towson University prepares its graduates to be effective leaders and engaged citizens. In a diverse and inclusive campus, TU students are competitively advantaged to lead with the vision, creativity and adaptability to navigate and solve the world’s most complex challenges.

With mentorship as the norm, students work directly with professors in discovery and practice directly engaging and impacting the community. Nationally-recognized faculty provide opportunities for students to grow, flourish, and put their knowledge to work through community engagement, research opportunities at the undergraduate and graduate levels, internships, study abroad and other transformative experiences. Towson University’s academic environment fosters research and scholarship across all disciplines and with the participation of both undergraduate and graduate students. In fiscal year 2016-2017, TU received more $10.8 million in grants and sponsored research funding.

With 95,877 active alumni in Maryland, Towson University is a talent pool provider supplying graduates for important professions in every corner of the state. As Maryland’s largest provider of health professionals and educators as well as the largest undergraduate college of business in the state, TU graduates 1 in 3 Maryland educators, 1 in 5 Maryland health professionals, and 1 in 10 Maryland business leaders. A new Science Complex is planned for completion in Fall 2020, will house Towson University’s world-class science research and teaching. A new College of Health Professions building is planned for completion by 2024 to support the college’s 77 percent undergraduate enrollment increase since 2007.

RESOURCES

Towson University’s FY 18 operating expenditure estimate is $505 million. The university employs 893 full-time faculty, 818 part-time faculty, 1,397 full-time staff, and 424 part-time staff for a total of 3,533 employees. In FY 18, in-state tuition was $6,826 for the academic year, and out-of-state tuition was $20,092 for the academic year. Fees for the academic year were $3,114. In FY 2018, the state of Maryland invested $6,441 per FTE student at Towson. In FY 2015-16 Towson conferred approximately 5,432 degrees.

ACCREDITATION

Towson University is accredited by the Middle States Commission on Higher Education. Towson University’s accreditation was reaffirmed in November 2011 and completed a Periodic Review Report in 2016. The College of Business and Economics is accredited by AACSB, the university’s teacher education programs are accredited by the Council for the Accreditation of Educator Preparation (CAEP), and a number of individual programs are accredited by their respective associations.
GOVERNANCE AND ADMINISTRATION

Towson is part of the University System of Maryland (USM), which comprises 12 institutions, two regional higher education centers, and a system office. USM provides access to excellent higher education opportunities, performs groundbreaking research, offers vital services to communities and individuals, and fuels economic and workforce development. As a public system of higher education, USM advances the State of Maryland and benefits all of society.

The University System of Maryland is governed by a 17-member Board of Regents. The Towson President is appointed by the Board of Regents, and is accountable both to that body and to the USM Chancellor, Dr. Robert L. Caret, who most recently served as President of the University of Massachusetts system and previously served as President of Towson University. The USM System Office provides centralized planning and support to the campus. The USM Board of Regents strategic plan — A Renewed Vision for Powering Maryland Forward— was launched in 2010, renewed in 2015 by Chancellor Caret and outlines key system initiatives centered on:

- Equity, Diversity, Inclusion and Civic Engagement: Valuing and Celebrating All Maryland Residents.
- Increasing Access, Affordability, and Degree Attainment.
- From Research to Jobs: Leading Research Innovation, and Economic Competitiveness.
- Academic Innovation: Meeting Maryland’s Change Education Needs.
- Stewardship: Maximizing USM Resources

A complete review of the USM organization and priorities can be found at http://www.usmd.edu/.

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<th>Count</th>
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<tr>
<td>60+</td>
<td>Undergraduate Majors</td>
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<td>Master’s and Graduate Certificate Programs</td>
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<td>Study Abroad Programs</td>
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THE ROLE OF THE PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Provost and Executive Vice President for Academic Affairs is the university’s chief academic officer and under the president is responsible for the creation and implementation of the academic priorities for the institution. The Provost facilitates University and Academic Affairs’ strategic planning, implements budget and resource allocation plans, guides and oversees academic innovations, promotes faculty and staff excellence and student success, and supports curricular and program distinction.

The Provost oversees 125 degree programs (undergraduate, master’s and four doctorate), and supports 23,000+ students, 1,700 faculty, and more than 200 staff and administrators. Reporting to the Provost are the deans of TU’s colleges, the Office of Graduate Studies, the Albert S. Cook Library, academic resources and planning, and enrollment management. Organization charts may be found at the web links below.

Provost and Executive Vice President for Academic Affairs: towson.edu/provost/provost_chart_july_1.pdf
Vice Provost for Academic Affairs: towson.edu/provost/documents/staff/vice_provost_aa_org_chart.pdf
Associate Provost for Academic Resources and Planning: towson.edu/provost/documents/staff/arp_org_chart.pdf

Beyond the day-to-day responsibilities of overseeing TU’s Academic Affairs, the Provost will be expected to place particular focus on the following leadership priorities.

SUPPORT AND ADVANCE THE PRESIDENTIAL PRIORITIES

The Provost will champion and advance several of the key Presidential Priorities that will positively impact and distinguish the university community and build an even stronger foundation for TU. These priorities, already underway, are described below.

TIGER WAY
TIGER Way, the Transfer, International, Graduate Enrollment Resource Initiative, will support the entire student population, especially our non-traditional transfer, international and graduate students as they launch into college life and studies at TU.

WORLD CLASS FACULTY DEVELOPMENT CENTER
We will create a world-class Faculty Development Center to support teaching and academic innovations with technology, collaborative space, seminars, teaching workshops, and other resources.

LIFELONG CAREER CENTER
We will create a world-class, lifelong Career Center with services and support for students, alumni, and the greater community seeking professional guidance and navigational tools throughout their careers.

DIVERSE AND INCLUSIVE CAMPUS
A more diverse and inclusive campus will be achieved through senior-level leadership with strategic vision for the design, promotion, and delivery of best-practice diversity, inclusion and cultural competency efforts across campus.

BTU: PARTNERSHIPS AT WORK FOR GREATER BALTIMORE
We will enhance and strengthen our existing partnerships in Greater Baltimore through a framework of coordinating resources, sharing data, determining impacts and outcomes, and recognizing and rewarding those doing the work.

ACADEMIC QUALITY:

10th
Towson’s rank among public regional universities (north) in the U.S. News & World Report 2018 Best Colleges guide

Fall 2018 entering freshmen have an average

3.61 GPA
and an average

1,137 SAT
(3-score)

as of June 2018
SHARPEN TU’S STRATEGIES TO ENHANCING ACADEMIC EXCELLENCE

At the core of TU’s reputation is its faculty and academic programs, and both have contributed significantly to the university’s ability to provide a “small college feeling” within a major university. TU’s excellent faculty is devoted to teaching and mentoring students as well as to their own professional development and scholarship. The Provost should ensure that the proper planning and strategies are being developed to attract and retain high quality and diverse faculty and staff, and that compensation for all positions is competitive for an institution of its size and standing both at the state and the national level.

The Provost should also assess how the university’s research activities can be appropriately enhanced and supported through increases in grants/contracts, as well as philanthropic support, for faculty and student research and scholarship across TU’s full range of disciplines. The Provost will need to formulate a clear vision that integrates this progress in research prominence, which includes significant undergraduate research activity, with TU’s traditional reputation for outstanding classroom teaching. The Provost must provide clear guidance as faculty increase research productivity and create innovative teaching experiences that are intellectually vigorous and technologically savvy.

ASSESS AND OPTIMIZE THE ACADEMIC AFFAIRS STRUCTURE AND PROCESSES

The Provost will be expected to assess with “fresh eyes” the Division of Academic Affairs and evaluate the current structure to ensure that all academic units are optimally and consistently aligned and best positioned to achieve their individual and cross-disciplinary goals. The Provost should thoughtfully assess the infrastructure of staff, processes, programs and technologies to ensure that the organization continues to be characterized by exceptional talent that applies “best practices” to ensure resources are utilized efficiently and effectively.

A particular focus of evaluation will be the budgeting practices for academic affairs. Working with TU’s Chief Financial Officer, the Provost should ensure that there is transparency in the budgeting process, and that there is clarity around sources of funding, how funding is allocated, and the flow of revenue. Using this information, deans will be empowered to make strategic decisions about resource allocation and explore and launch entrepreneurial initiatives to fund and sustain academic excellence.

The Provost will also collaborate with the deans and other key leaders to ensure that university priorities continue to guide future strategic academic investments. The Provost should skillfully and diplomatically lead efforts to determine areas of opportunity which produce the biggest returns on investment, strategically, financially, and in terms of reputation, and should align resources to support the institution’s highest priorities and core mission.

BUILD AND FOSTER INTERNAL AND EXTERNAL RELATIONSHIPS AND PARTNERSHIPS

The Provost will assume a high profile both on and off campus. Internally, this leader should invest time and energy in reaching out to all levels of TU constituents to establish credibility and gain the trust of peers, faculty, staff, and students. Externally, the Provost will play an important role in representing the university (and especially its academic mission) to stakeholders in the political, business, education and civic communities. As the university prepares for its next capital campaign (with a target goal of $125 million), the Provost will be expected to be a strong partner and leader in this process.

MARYLAND’S WORKFORCE ENGINE:

5,829 Degrees and certificates conferred in 2018
80% of recent graduates live/work in Maryland
95,877 Alumni live in Maryland
165,000 TU alumni live worldwide
PROFESSIONAL QUALITIES AND QUALIFICATIONS

The ideal candidate will be an experienced academic with a strong track record of leadership, teaching, and scholarship. He or she will present the following professional qualifications, direct experiences and personal qualities:

ACADEMIC: Credentials, including an earned doctorate, and personal accomplishments in teaching and scholarship that earn the respect of the faculty; commitment to an environment where teaching and student success remain the top priority with strong research and scholarship supporting that agenda; experience recruiting, retaining, and promoting committed faculty who will maintain high standards of excellence;

LEADERSHIP: Leadership experience at or above the level of dean, ideally with experience in a comparably diverse and complex comprehensive university, and the ability to construct and communicate a compelling vision for the academic mission of TU;

ENGAGEMENT IN CORE EDUCATIONAL ISSUES: A deep understanding of the higher education landscape, including the special role of public universities, the importance of a liberal arts education, the nature of both arts and sciences and professional schools, the needs of both undergraduate and graduate education, the power of community engagement and entrepreneurship, the potential of technologically mediated teaching, and the compelling opportunities of interdisciplinary teaching and research. A high regard for academic quality and experience in the measures of its success, including institutional accreditation;

MANAGEMENT: Familiarity with the complexity of a major comprehensive public university; sophisticated skills and experience in strategic and academic planning, resource management, and recruitment; ability to build a strong team to support oversight of the academic enterprise, including articulating clear goals, empowering people to reach them, and making tough decisions in a compassionate manner;
FINANCIAL ACUMEN: Experience managing a complex budget; ability to lead the campus’ academic budget process and to work in close partnership with senior leaders and deans to manage the institution’s resources. Ideally, practical appreciation for new and emerging resource allocation models;

DIVERSITY: A genuine commitment to diversity, equity, and inclusion at all levels, and experience building programs and services that lead to the fullest realization of a commitment to inclusive excellence; supportive of creative approaches to recruitment and retention of a more diverse faculty and staff, and to serving the needs of TU’s diverse student body;

EXTERNAL ENGAGEMENT: Experience in building strong engagement and partnerships locally, regionally, nationally and globally;

UNIVERSITY GOVERNANCE: Respect for and appreciation of the role of faculty, and readiness to work effectively in partnership with the faculty in the shared governance of the campus; ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the culture of shared responsibility, tenure, and academic freedom at Towson University;

LEADER OF LEADERS: Eagerness to work effectively with the deans and senior leaders to engage them collectively in addressing broad institutional issues; ability to select, support, develop and retain innovative and entrepreneurial deans in a leadership model that has both a strong role for the Provost and significant decentralization of authority to the deans; readiness to work with the deans to develop the excellence of their programs;

SYSTEM RELATIONS: The diplomacy skills to work productively, in partnership with the President, with the leadership of the University System of Maryland, other institutions in the system, and the Maryland Higher Education Commission; ability to advocate effectively for both shared priorities and the unique needs of TU;

COMMUNICATION SKILLS: Outstanding communication skills, both in writing and in speaking, to individuals as well as to large and small groups; a keen sense of how and when to articulate and advocate for TU’s mission within the campus community and beyond; comfort with a high level of transparency; consultative but decisive approach;

PERSONAL QUALITIES: High emotional intelligence, courage, integrity, trustworthiness, optimism, persistence, humility, resilience, openness to new ideas, accessibility to colleagues, a sense of humor, and the drive to ensure TU’s continued growth and success.
PROCEDURES FOR CANDIDACY

Witt/Kieffer is assisting TU with its recruitment of a new Provost and Executive Vice President for Academic Affairs. The process is overseen by a search committee appointed by the President and comprised of an appropriately diverse mix of TU stakeholders. The search committee is accountable for overseeing the recruitment of candidates, performing initial candidate screening and assessment, and ultimately recommending finalists to the President.

Review of candidates will begin in late October 2018. For fullest consideration, applicant materials should be received by October 15, 2018. Application materials should include a letter addressing how the candidate’s experiences match the position requirements, a current CV/resume and contact information for at least five references (references will not be contacted without the prior knowledge and approval of the candidate). Confidential inquiries, nominations and application materials should be directed to:

John K. Thornburgh
and Elizabeth K. Bohan
Witt/Kieffer
TowsonProvost@wittkieffer.com

Towson University is an Equal Opportunity/Affirmative Action Employer and has a strong institutional commitment to diversity. Women, minorities, persons with disabilities and veterans are encouraged to apply. Towson University’s policies, programs, and activities comply with federal and state laws and University System of Maryland regulations prohibiting discrimination on the basis of race, color, religion, age, national origin, gender, sex, gender identity and/or expression or sexual orientation.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Towson University documents and personal interviews and is 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.