



SEARCH FOR THE PROVOST
UNIVERSITY OF PUGET SOUND
TACOMA, WASHINGTON

The University of Puget Sound (Puget Sound), one of the nation's leading liberal arts colleges and among a select few "Colleges that Change Lives," located in Tacoma, Washington, seeks an innovative and strategic academic leader to be its next Provost. This is a pivotal time in its 130-year history as the university has recently launched *A Sound Future*, which builds upon an 18-month strategic review of all academic, administrative, and auxiliary programs that will better position the university to execute on its strategic plan, *Leadership for a Changing World*. The strategic plan challenges the university to be bold and forward-looking in the delivery of education and in meeting the needs of current and future generations of students. The Provost will play a critical role in advancing both *A Sound Future* and the *Leadership for a Changing World* strategic plan as both plans create significant opportunities to highlight current and new priorities of the university as it executes its academic mission and fulfills its promise to provide an excellent education to its students.

As the Chief Academic Officer, the Provost will ensure the university adheres to its mission to develop students' capacities for critical analysis, aesthetic appreciation, sound judgment, and apt expression that will sustain a lifetime of intellectual curiosity, active inquiry, and reasoned independence. Working closely with the Puget Sound community, the Provost will promote innovation and collaboration among faculty and staff to find new ways to prepare the campus for an ever-changing higher education landscape and will foster a vibrant co-curricular and curricular experience for all students. In close collaboration with the President, other members of the President's leadership team, faculty, staff, students, and trustees, the Provost will assist in positioning the university to be an institution of choice for students seeking a dynamic liberal arts education where graduates become engaged and well-prepared citizens of the world.

Over the past 40 years, Puget Sound has deliberately refocused its mission as a national liberal arts college, attracting an academically excellent student body, and committed to increasing its socioeconomic, racial, ethnic, and geographic diversity to meet the needs of a rapidly changing population of college students.

Today, the university enrolls approximately 1,650 undergraduate students and over 300 graduate students on the 97-acre campus in Tacoma's residential North End. Over 200 distinguished faculty members who share a deep commitment to teaching offer 1,200 undergraduate courses in 50 traditional and distinctively interdisciplinary areas. Puget Sound also offers graduate programs in the School of Education, School of Occupational Therapy, and School of Physical Therapy, and is in its second year of a Master of Public Health program. Puget Sound ranks among the top 100 National Liberal Arts Colleges in the US News & World Report 2023 edition of America's Best Colleges, and is in the distinctive position of being the sole independent liberal arts college in Western Washington and one of only five in the Pacific Northwest to have a Phi Beta Kappa chapter. Graduates include Rhodes and Fulbright scholars, notables in the arts and culture, entrepreneurs and elected officials, and leaders in business and finance locally, regionally and internationally.

President Isiaah Crawford joined the university in 2016 with a platform of bringing innovation to the campus and has been thoughtfully cultivating his team and the campus around its many aspirations. The Office of the Provost includes a broad portfolio encompassing academic affairs, experiential learning, faculty affairs, student success, and career and employment efforts. The Provost will lead strategic implementation, including the results of program reviews and curricular reform, expanding and promoting diversity, equity, and inclusion, and assisting in enrollment growth, retention, and student success efforts. The Provost will be supported by a team of highly capable leaders in the division and will work closely with their colleagues on the President's Cabinet. Together, the campus will continue to have thoughtful conversations on how to adapt and address the needs of all students, especially as student demographics and expectations continue to evolve. The Provost will seek ways to engage, educate, and support faculty, staff, and students while ensuring an innovative and inclusive environment for the entire campus community. To this end, the Provost will be expected to address a key set of opportunities and challenges upon joining Puget Sound:

- Provide inspirational leadership into the next chapter of Puget Sound;
- Ensure a transformational curricular and co-curricular experience for all students;
- Foster diversity, equity, and inclusion efforts across the institution;
- Develop a shared vision for academic excellence that integrates all pieces of the academic experience;
- Create and define processes and organizational structures that facilitate collaboration, innovation, and execution;
- Create a higher profile for Puget Sound and its academic distinctiveness within higher education locally, nationally, and internationally.

A list of the desired qualifications and characteristics of the Provost can be found at the conclusion of this document, which was prepared by the Search Advisory Committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

University of Puget Sound

A Puget Sound education, both academic and co-curricular, encourages a rich knowledge of self and others; an appreciation of commonality and difference; the full, open, and civil discussion of ideas; thoughtful moral discourse; and the integration of learning, preparing the university's graduates to meet the highest tests of democratic citizenship. Such an education seeks to liberate each person's fullest intellectual and human potential to assist in the unfolding of creative and useful lives.

The university has approximately 1,650 undergraduates from 45 states and eight countries who can choose from more than 50 areas of study, including those offered by a renowned School of Music and an innovative School of Business and Leadership. Puget Sound has over 300 graduate students who study in the School of Education, the School of Occupational Therapy, the School of Physical Therapy, or the new Masters of Public Health program. The university has a historical 11:1 student-to-faculty ratio, with an average undergraduate class size of 17 students. This fall, the university welcomed a diverse first-year class of students comprised of 60% women, 40% men, 18% first-generation college students, and 28% identifying as students of color.

The heart of the Puget Sound academic experience is a core curriculum developed and revised by the faculty over many years. *A Sound Future* asks for another review of the core curriculum to ensure that it continues to serve the needs of our students. Currently, the undergraduate core experience begins with two first-year seminars, each of which guides students through an in-depth exploration of a focused area of interest and sharpens their skills in information literacy, oral and written discourse, and constructing persuasive arguments. Over the first three years of their academic program, students also study five "Approaches to Knowing" - Artistic, Humanistic, Mathematical, Natural Scientific, and Social Scientific. These core areas are meant to develop students' understanding of different disciplinary methodologies and perspectives on society, culture, and the physical world and explore both the strengths and limitations of those disciplinary approaches. "Connections," an upper-level integrative course, challenges the traditional boundaries of disciplines and examines the benefits and limits of interdisciplinary approaches to knowledge. In addition to the Core Curriculum, students fulfill the Foreign Language and Knowledge, Identity, and Power graduation requirements. Students generally declare a major during their second year at Puget Sound.

Learning beyond classroom walls and formal course hours is so highly valued at Puget Sound that starting with the class of 2026, all Puget Sound students will be expected to complete at least one form of experiential learning before they graduate. Through their chosen opportunities - internships, study abroad experiences, summer research, or community-based learning - students will apply skills and talents to real issues and projects to engage in the practice of active, ongoing, and individualized reflection. Puget Sound's study abroad program includes access to more than 100 programs in 45 countries. The summer immersion internship programs allow students to put theory to practice and gain valuable field experience in local and regional off-campus environments. Students can also work closely with a faculty mentor to

conduct high-level independent work. Community-based learning opportunities are available in more than 250 organizations locally and regionally. Additionally, Puget Sound's location in Tacoma, an entrepreneurial city with easy access to the Seattle--Portland I-5 corridor, enhances student opportunities for internship, fieldwork, practicum, research, and service engagements in innovative healthcare, technology, environmental, nonprofit, and governmental enterprises.

Graduate and professional programs at Puget Sound are deeply grounded in the mission of the university and embody the core values of a Puget Sound education. Each select graduate program is designed to provide exceptional professional preparation for graduate students to pursue their fullest potential in their chosen area of study offered at Puget Sound, while enabling them to meet the highest tests of democratic citizenship that is a hallmark of a Puget Sound education. The select graduate programs respectively are highly community and service-centered where students experience close professional mentorship, supervision and learning from exceptional faculty.

Student life at Puget Sound is built around the residential campus experience. The university requires undergraduate students to live on campus for their first two academic years; 65% of all undergraduates live on campus, and most others live within a one-mile radius of the campus. This residential focus provides abundant opportunities for students to engage with the university, each other, and the surrounding community. Students can choose to live in academic-residential communities where they live with peers with whom they are co-enrolled in courses, themed residence halls or houses that allow students with similar interests and goals to develop a living environment that relates to a common theme, independent upper division halls and suites, and first-year communities. A first-year residential curriculum is in place, and a second-year curriculum is in development. In 2023 Puget Sound will launch two living learning communities and a students of color residential community. Each will be rooted by academic connections, while receiving strong collaborative support from Residence Life, Academic Advising and other campus departments. The library supports the residential experience by remaining open until 2:00 a.m. during the academic year, providing spaces for quiet individual study and collaborative group work, staffing a Makerspace for creative exploration, and displaying students' artistic and intellectual work. Within Student Affairs, religious, identity, and service organizations, and a robust outdoor program provide activities and support for students. A week-long orientation program for new students known as *Passages* includes academic, diversity, service, outdoor, and social experiences; and immersive experiences that challenge students to step out of their comfort zone through one of eighteen opportunities that explore the local Tacoma community and the far reaches of the Pacific Northwest wilderness. Nearly a quarter of students are in a fraternity or sorority on campus. Greek residences are university-owned, and Greek life plays a significant role in shaping student life at the university. Approximately 35% of students are involved in athletics as Puget Sound is an NCAA Division III school that competes in the Northwest Conference with 23 varsity teams, including baseball, basketball, crew, cross country, football, golf, lacrosse, soccer, softball, swimming, tennis, track and field (indoor and outdoor), and volleyball.

Puget Sound embraces diversity in all forms. Nearly 80% of students come to Puget Sound from outside the state of Washington. The university has also successfully attracted more local students through programs that provide access for students who may not otherwise be able to afford Puget Sound. The campus community is increasingly becoming home to students of diverse racial, ethnic, cultural, and socioeconomic backgrounds; religious beliefs; sexual orientations and gender identities; and views that span the political spectrum. As the first partner of the Posse Foundation in the Northwest, Puget Sound is preparing to receive its seventh Posse cohort from the Bay Area. The strategic plan calls for the creation of a Legacies Project, a university-wide set of activities, practices, and curricular initiatives that will empower students, faculty, staff, alumni, and members of the broader community to understand and learn from the diverse histories that have shaped the region, and to acknowledge the role that the university has played. Puget Sound is also home to the Race & Pedagogy Institute, a collaboration between Puget Sound and the South Sound community that hosts a highly regarded national conference and educates students and teachers at all levels to think critically about race, to cultivate terms and practices for societal transformation, and to act to eliminate racism.

Puget Sound's integrated Career and Employment Services department engages and supports students from their journey as student staff members on campus, to internships in the local community or back home, and finally to whatever they choose to do post-graduation. As with many campuses, COVID challenged students' ability to search by interrupting traditional employer-recruiting events and reducing opportunities to gain experience in on- and off-campus jobs and internships — forcing students to put their energy elsewhere. Puget Sound used this time to engage alumni to share their advice on searching in a pandemic world, hosted a virtual career conference designed to help students think about new ways to tell their story, and transitioned our single-school career fair to a multiple-school virtual venue. Logger students made the most of this concentrated effort to support their successful transition to life beyond Puget Sound — seven months after graduation, 87% of the class of 2021 were employed, continuing their education, or engaged in public service.

University Leadership

A distinguished educator, scholar and higher education executive, Isiaah Crawford, Ph.D. became the 14th president of University of Puget Sound on July 1, 2016. President Crawford comes to Puget Sound following service as Provost of Seattle University from 2008 to 2016, where he directed the Division of Academic Affairs and oversaw the university's schools and colleges, libraries, enrollment, information technology, institutional research, and offices supporting student academic achievement, faculty affairs, and global engagement. From 2004 to 2008, President Crawford was Dean of the College of Arts and Sciences at Loyola University Chicago, where he joined the faculty of the Department of Psychology in 1987 as an assistant professor and, through the years, was tenured and promoted to the rank of professor in 1999. He taught courses in psychology of personality, human sexuality, addictive behavior, human diversity, and minority mental health. He also served as graduate program director of the clinical psychology doctoral program 1994–97, Department of Psychology chair 1997–2003, and interim Dean of the College of Arts and Sciences 2003–04.

The Provost is a member of the President's Cabinet, a group of senior leaders who work in highly collaborative, forward-thinking, and collegial ways through regular meetings and semi-annual retreats. The Cabinet supports the work of a highly engaged and generous Board of Trustees that meets three times each academic year. The Provost supports the Board's Academic and Student Affairs Committee.

The Faculty Bylaws provide for a Faculty Senate to serve as an Executive Committee of the faculty and to study, advise, recommend, and initiate programs of action for the good of the university and to communicate its findings and proposals to the faculty, the administration, the Board of Trustees, and other appropriate bodies. The Faculty Senate is composed of an elected chair, who serves a two-year term, eleven elected faculty members, who serve three-year terms, the Provost, the Dean of Students, and two students. The Faculty Senate oversees the work of 10 standing committees that play an advisory role to the Faculty Senate on matters such as International Education, Diversity, Curriculum, Professional Standards, and Student Life. The Staff Senate is composed of 26 full-time and part-time employees who are not faculty members or executive officers. Senators who represent an area (North, West, South, or East Campus) hold three-year terms, while At-Large Senators hold one-year terms.

The Current Moment

In 2018 the university announced a multi-year, student-centered strategic plan, *Leadership for a Changing World*. The plan is based on the recognition that Puget Sound is well-positioned to adapt and be increasingly innovative in offering a challenging and enriching liberal arts education that produces graduates with skills, experiences, and attributes that are highly impactful, relevant, and marketable in a rapidly changing environment for higher education. The planning process also recognized that Puget Sound competes for students in a dynamic and crowded higher education market where shifts in demographics, affordability, government regulation, technology, the political environment, and other areas demand that institutions be increasingly strategic and adaptive in responding to and anticipating change. *Leadership for a Changing World* sets out five mission-aligned strategic goals:

- Advance institutional excellence, academic distinction, and student success;
- Enrich the learning environment through increased diversity, inclusion, and access;
- Support and inspire faculty and staff members;
- Enhance engagement with the community, including promotion of environmental justice and sustainability; and
- Pursue entrepreneurial and other opportunities to fully leverage and expand the university's assets.

The purpose of this plan is for students to be more deeply engaged in their education, develop a coherent, integrated path throughout their curricular and co-curricular experiences, demonstrate an informed and thoughtful sense of justice and a commitment to ethical action, and graduate better prepared for work and life beyond college.

The pivots required in response to the global pandemic slowed the strategic implementation and goal-setting required by the strategic plan. Further, there is an understanding that the changes to the higher education landscape identified in the strategic plan have accelerated, and while the strategic priorities remain true, the institution must be intentional in positioning itself to best achieve them.

Beginning in the spring of 2021 at the request of the board, the campus engaged in a comprehensive academic, administrative, and auxiliary program review (AAAPR) with the goal of ensuring that Puget Sound continues to thrive moving forward; able to effectively meet this moment and future trajectory of higher education. A steering committee composed of faculty, staff, students, and representatives from the alumni body and board of trustees worked through the spring 2021 semester and following summer, gathering quantitative and qualitative data about the programs and operations of the institution. In October 2022, the committee delivered a series of recommendations to the president. The president then made recommendations to the Board of Trustees, which approved strategic plans moving forward. This plan, covering the above goal of allowing Puget Sound to thrive long-term, is now codified under the name *A Sound Future* and was publicized to the campus community in late October. Critical decision-making stemming from *A Sound Future* will continue over the next three years.

The strategic priorities, opportunities, and challenges the Provost will be expected to engage in will not be unfamiliar to the Puget Sound community. Many are informed by what is now years of strategic thought and some significant implementation work. At the same time, as the public health situation stabilizes, and strategic moves from *A Sound Future* commence, there is a sense that the institution is entering into a new phase; one where the Provost will play a critical role.

Role of the Provost

Reporting to the President, the Provost serves as the chief academic officer and is responsible for academic support programs, curriculum and instruction, academic personnel, experiential learning, civic scholarship, diversity and inclusion, the library, institutional research, operations and technology coordination, and strategic planning. The Provost oversees faculty hiring, tenure, and promotion and serves as a champion of faculty and the academic mission. The Provost is a contributing member of the Cabinet on all university matters, especially in areas related to the curricular experience. The role of provost at the university of Puget Sound was created just a short time before the pandemic and the university is still adjusting to this role. While the Provost will be expected to have a robust internal presence, the Provost will also be expected to engage a broad range of external stakeholders by articulating the academic vision and story of Puget Sound.

The Provost oversees a division of 240 faculty members in 45 curricular departments and interdisciplinary programs and a team of 150-plus staff members. The Provost oversees an operational budget of \$54.6M.

Current direct reports of the Provost include:

- Dean of Faculty & Graduate Studies
- Associate Dean – oversees the Center for Writing, Teaching and Learning; Student Accessibility and Accommodation; and assists department chairs with hiring, budgets, etc.
- Associate Dean for Experiential Learning & Civic Scholarship
- Assistant Dean for Operations & Technology
- Director of Institutional Research & Retention
- Director of Athletics
- Library Director
- Academic Department Chairs

The Provost works closely with the associate deans, academic department chairs, the Faculty Senate, the Faculty Advancement Committee, and Professional Standards Committee on faculty, curricular, and academic support matters. Plans are underway to consider optimal placement of existing departments and services. Other responsibilities include chairing the Budget Task Force and supporting the Board of Trustees on the Academic and Student Affairs Committee. Following the Faculty Bylaws, the Provost is responsible for attending and reporting at meetings of the faculty, is an ex-officio member of all standing committees of the faculty, and appoints faculty standing committee members jointly with the Executive Committee of the Faculty Senate and the President.

Key Opportunities and Challenges for the Provost

The Provost will play a central role in determining how the university will continue to evolve in the coming years. To be successful, it will be vital for the Provost to maintain a high level of communication and transparency and encourage a culture of collaboration and innovation. The Provost will also be expected to address several key opportunities and challenges, which are detailed below:

Provide inspirational leadership for the next chapter of Puget Sound

Puget Sound is at a strategic nexus. An ambitious strategic plan offers a vision for the long-term future of the institution, while *A Sound Future* offers more immediate next steps. Both provide a vision for academic excellence. As the leader of the academic enterprise, the Provost will be a principal leader in the strategic implementation process ahead. They will operationalize the academic components of the institution's strategic work, develop goals and action plans, and ensure appropriate mechanisms to deliver on objectives.

Such a charting of the future comes with inherent change, and the Provost must be able to inspire action and lead through change, taking care to understand the history leading to this moment, and helping others to understand the future that is possible. The Provost will be asked to lead through difficult decision-making and must do so with transparency and humility. The Provost is a crucial vector for community buy-in for the next chapter of Puget Sound, and their leadership is an opportunity for a new creative lens,

inspiration, and vision for the organization. In so doing, they must embrace a strong culture of shared governance with faculty, staff, and students, and intentionally build productive trusting relationships, particularly with faculty. Keeping the university's academic aspirations at the forefront, they will actively seek and promote opportunities to support cutting-edge work, bridge units, and collegially engage the full depth of the academic community. Despite the challenges faced, there remains a sense of energy and dedication throughout the campus community. The Provost who can authentically engage this dedication will find willing partners in the work ahead.

Ensure a transformational curricular and co-curricular experience for all students

A vital tenet of the strategic plan centers on Puget Sound becoming an institution of choice for students who seek a dynamic, high-quality, and engaging liberal arts education that will prepare them for success in a dynamic world marked by an accelerating pace of change. To accomplish this goal, the Provost will lead the faculty and staff in providing dynamic, innovative, and well-integrated curricular and co-curricular experiences for all students and will partner with the Vice President for Student Affairs and other key leaders to accomplish this objective. Over the last several years, work has been ongoing that examines the core curriculum to ensure a residential curriculum rooted in the liberal arts, relevant and adaptable to the societal environment of today and tomorrow, and *A Sound Future* accelerates that examination. Concurrently, the Provost will ensure that all students are provided opportunities for hands-on, experiential learning through the curriculum, giving students tools to thrive after graduation. The Provost must also consider the changing demographics of the college-going population and the need for flexible pathways to graduation, improved connectivity between undergraduate and graduate programs, and disciplines of increasing demand, such as health sciences. Through this landscape, the Provost must strengthen the student experience and be attuned to the services and systems providing for student enrollment, success, and persistence. The sum total of this work will offer prospective students and the academic community an education and institution measured among the best of liberal arts education and positioned not just to endure but to ascend.

Foster diversity, equity, and inclusion efforts across the institution

Puget Sound is deeply committed to diversity, equity, and inclusion, and these values are suffused throughout the strategic plan. While the university has made great strides in diversifying the student body, the work to create a more inclusive, tolerant, and welcoming community and to ensure the faculty and staff reflect the diversity of the student body is ongoing. For many students, Puget Sound is by far the most diverse community in which they will have lived; for others, it may be the least diverse community they have experienced.

The Provost will establish strong partnerships with the Vice President for Institutional Equity and Diversity, the AVP for Human Resources and Chief People Officer and the Vice President for Student Affairs to collaborate in the design and implementation of diversity, equity, inclusion and belonging goals, programs and initiatives. The university offers several programs designed to engage the development of the whole

student. Such programs involve close coordination of the academic program with Student Affairs co-curricular leadership and the expertise of the Office of Institutional Equity and Diversity (OIED). These partnerships between the OIED, the Office of the Provost, and Student Affairs are critical to the success of programs designed to support student persistence to graduation and academic as well as personal flourishing. The Provost, in close collaboration with the VP for Institutional Equity and Diversity, supports the professional development of faculty in the area of culturally responsive pedagogy and inclusive curriculum. A strong partnership is also required between the Provost, the AVP for Human Resources and Chief People Officer, and the VP for Institutional Equity and Diversity to ensure best practices in the recruitment of diverse faculty and in the implementation of successful retention strategies.

Develop a shared vision for academic excellence that integrates all pieces of the academic experience

The strategic plan calls for a high level of integration among the units reporting to the Provost and other key leaders across the university to enhance the curricular and co-curricular elements of a Puget Sound liberal arts education and provide a more holistic learning experience for all students. While there are many interesting and innovative projects happening at Puget Sound to enhance academic excellence and student success that are supported by dedicated and talented faculty and staff, they need a unifying force to solidify efforts, ensure sustainability, and set priorities for the future. The Provost will work closely with the campus community to create a shared vision for the academic enterprise that will draw on the great work already happening on the campus while challenging the community to generate new and innovative ideas. The Provost will work to align the work of academic affairs with colleagues in Student Affairs, and OIED and will ensure a high level of buy-in for this vision and allow faculty and staff across units to take ownership and work efficiently to ensure success. Efforts should be generative, not duplicative, and should result in inspiration and excitement for the future.

Create and define processes and organizational structures that facilitate collaboration, innovation, and execution

Puget Sound possesses a strong and vibrant culture of shared governance. The faculty and staff at Puget Sound are highly engaged and invested, eager to contribute to the future of the institution and the success of the students. Many serve on committees or other decision-making bodies, while others look for more ways to engage. This engagement has allowed for administrative responsibilities to be shared and enabled academic and student-centered concerns to remain the focus. However, processes derived from long-standing norms have, at times, lacked transparency and efficiency. In this important time, it will be essential for the Provost to balance the need for transparency, flexibility, and equity. The Provost must look at the current state of policies and structures to evaluate how best to engage shared governance while providing space for sound, clear decision-making structures and processes. In so doing, the Provost will employ authentic communication and listening skills that invite a collegial operational environment.

Create a higher profile for Puget Sound and its academic distinctiveness within higher education locally, nationally, and internationally.

While Puget Sound offers the intrinsic qualities of its nationally ranked peer institutions, it is still unknown to many and has yet to develop true distinction in a crowded higher education landscape. In partnership with academic units as well as the Vice President for Enrollment and Vice President for University Relations, the Provost will be a crucial voice in helping to more clearly articulate and highlight the quality of the university and increase the visibility of the institution locally, nationally, and internationally among prospective students and the academic community. With the successful implementation of the strategic plan and *A Sound Future*, the institution is only furthering its distinctive qualities, bringing increased opportunity to further define itself and serve as a model for contemporary liberal education.

Qualifications and Characteristics

The Provost will bring most, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

- An earned doctorate or equivalent terminal degree and a record of distinguished creative work/scholarship and teaching requisite for an appointment as a tenured full professor;
- Proven ability to serve as an executive and provide visionary strategic leadership, an innovative and entrepreneurial spirit willing to take calculated risks;
- A deep respect for and understanding of the work of faculty;
- An understanding of and commitment to the liberal arts;
- An enthusiasm for students and an understanding of their needs and what it takes to inspire success;
- Substantial and successful experience in the development, leadership, and management of academic programs, projects, committees, or departments;
- Strong management, planning, and financial skills, including setting financial and programmatic priorities that balance near-term and long-term objectives;
- Exceptional academic judgment and high standards, including a history of recruiting, developing, and retaining outstanding faculty;
- A track record of advancing diversity and fostering an inclusive environment. Sensitivity and broad experience with diverse students, faculty, and communities;
- An ability to lead student success initiatives (particularly for retention and graduation);
- A strong awareness of the changing higher education landscape and a record of success responding to it through the development of new programs, curricular reform, student success initiatives, etc.;
- The capacity to listen thoughtfully, consult with others, build consensus, and develop an overarching vision and strategy for moving forward;
- A commitment to transparency in policy, strategy, and financial management, with an appreciation of and support for shared governance;

- The ability to make difficult decisions and effectively implement those decisions in a collaborative setting;
- A record as a global and interdisciplinary thinker, able to think creatively across units, and a commitment to harnessing and facilitating the potential for collaboration.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/8793. Electronic submission of materials is strongly encouraged.

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