



Provost & Vice President for Academic Affairs Search

Katherine Haley, Ph.D.
Haley Associates



The Opportunity

Plymouth State University (PSU) invites applications for the position of Vice President of Academic Affairs and Provost. We seek a visionary

and collaborative leader to serve as Provost. The successful candidate will be experienced in collaborative leadership and have a demonstrated commitment to teaching, learning, and student success. This individual will be: an innovative thinker with outstanding interpersonal and communication skills; flexible and inter-culturally competent; a leader who fosters relationship building, community, and a sense of working together for the good of the University.

PSU is a coeducational, residential university located in the scenic heart of the Lakes and White Mountain Region of New Hampshire with an enrollment of approximately 4,300 undergraduate students and 3,000 graduate students. We pride ourselves in being a community that cultivates respectful and reciprocal relationships across all facets of our constituencies. We serve the state of New Hampshire and the world beyond by transforming our students through high impact teaching and learning practices. PSU connects with NH schools, community organizations, and business partners to promote economic development, technological advances, healthier living, and educational and cultural enrichment with a special commitment of service to the North Country and Lakes Region of New Hampshire. Essential values of PSU are our dedication to the success of our students, to service, and to teaching excellence.

The Provost will report to PSU's visionary President, Dr. Donald L Birx, who believes in enhancing student success through a collaborative and integrated approach to education. The Provost will have an opportunity to engage in innovative and collaborative administrative leadership at PSU as we work together to transform our institution and create a first-of-its-kind university organized around Integrated Clusters. Integrated Clusters are transformative, multi-discipline learning communities that promote critical thinking, collaboration, and career preparation by valuing innovation, entrepreneurship, engaged teaching and learning, and interdisciplinary scholarship.

See Presidential Blogs/ Office of the President:

<https://www.plymouth.edu/office/president/category/presidential-blogs/>

Our PSU Integrated Cluster model brings together our Undergraduate and Graduate students and programs, drawing upon our legacy of partnerships, community engagement, experiential learning, and student research. Our goal is to have the Integrated Cluster model fully operational by fall of 2021. The seven Integrated Clusters are:

1. Arts and Technologies
2. Education, Democracy and Social Change
3. Exploration and Discovery
4. Health and Human Enrichment
5. Innovation and Entrepreneurship
6. Justice and Security
7. Tourism, Environment and Sustainable Development

As we transition away from an organizational model of deans, colleges, departments, and department chairs, our new Provost will be working closely with the Cluster Leadership teams and discipline families to form and implement Integrated Clusters, thus engaging far more directly with faculty and staff than within traditional hierarchical organizational models. Our new Provost will be working in partnership with our faculty, staff, and President as we continue to develop and shape the Integrated Clusters and co-create an educational experience that will be unique to PSU.

Most importantly, the Provost will be expected to lead the long-term evolution of our Integrated Clusters with care and intentionality. This role will require continuous collaboration and relationship building with and among Integrated Cluster leadership, administration, faculty, staff, students, and community members with a focus on strategic planning, partnership and team building, and thoughtful risk taking.

Now is an exciting time to join Plymouth State University and help shape a new model for higher education that will ultimately transform this university and influence tomorrow's leaders.

Plymouth State University: An Overview

Plymouth State has a long tradition of meeting the evolving educational needs of the New Hampshire and New England community. Established in 1871 as Plymouth Normal School, the institution became Plymouth Teacher's College in 1939, Plymouth State College in 1963, and Plymouth State University in 2003. A founding member of the University System of New Hampshire, Plymouth State now serves New Hampshire and the New England region as a comprehensive institution of higher education.

The university confers BA, BFA, and BS degrees as well as master's degrees, Certificates of Advanced Graduate Studies in selected areas, and the Doctor of Education in Learning Leadership and Community. Professional outreach activities and graduate courses are offered at several satellite locations throughout the state, and articulation agreements with other campuses of the University System and the Community College System of New Hampshire offer a variety of program and transfer opportunities.

The University also contributes directly to the ongoing academic and cultural life of the region by providing a variety of continuing education programs, concerts and theater performances, art exhibits, and the athletic events of 24 varsity sports. PSU's attractive residential campus of wide greens, tree-lined walkways, and traditional brick buildings with an array of towers is in the White Mountains and Lakes Region of New Hampshire, a pristine rural setting of great natural beauty and multiple outdoor recreational opportunities within easy access of the New England region.

Vision

Plymouth State University is a visionary institution at the hub of an ever-growing creative community where students, faculty, staff, and alumni are actively transforming themselves and the region. We develop ideas and solutions for a connected world and produce society's global leaders within interdisciplinary integrated clusters, open labs, partnerships and through entrepreneurial, innovative, and experiential learning.



Mission

Plymouth State University serves the state of New Hampshire and the world beyond by transforming our students through advanced practices where engaged learning produces well-educated undergraduates and by providing graduate education that

deepens and advances knowledge and enhances professional development. With distinction, we connect with community and business partners for economic development, technological advances, healthier living, and cultural enrichment with a special commitment of service to the North Country and Lakes Region of New Hampshire.

Plymouth State University Values: People and Place

Our values shape the environment in which our campus community members learn, teach, and serve. Our values guide our decision making, provide clarity in determining priorities, and influence our relationships and behaviors.

We value:

- Our alumni, heritage, and future as a transformative and highly engaged University with innovative and creative approaches to learning and problem solving;
- Service to others, exemplifying our motto, *Ut prosim* (That I may serve), and working across disciplines where deeper levels of learning and outcomes occur;

Entrepreneurial partnerships that enrich our learning and benefit our region focused on sustainable, environmentally connected, work that enhances our sense of place and purpose;

- The rights and dignity of all people;
- Free speech, diversity of opinion, and the opportunity to learn from one another;
- Collective responsibility for the health, safety, and wellbeing of our community;
- Accountability for decisions, actions, performance, and conduct;
- Continuous improvement in our programs, policies, and practices;
- Responsible stewardship of our finite environmental, financial, and human resources.

The Cluster Model

- Will be made up of discipline-based communities and a variety of associated programs, majors, and options. I understand that in some cases, discipline-based communities have been broken up due to the placement of programs associated with a discipline-based community being spread across clusters. Part of the move to Integrated Clusters is about a more efficient administrative structure and part is about a flexible and interacting academic structure.
- Have a leadership team made up of faculty representatives from the various discipline-based communities that constitute it, key support staff from the cluster hub, and representatives from other clusters that have substantial joint activities with the cluster.



- Be coordinated by, and information shared through, a University wide council or steering team that will draw representation from the various clusters. This council/steering team would be empowered to evolve, coordinate, and communicate across clusters.
- Be supported by a hub of service providers who provide support services to one or more clusters. Hub members, as the Deans have indicated could be specialized or more generalized and cross-trained, with distributed responsibilities so that they could fulfill some elements of the roles that administrative assistants currently fill. – *President Birx' Blog*

Accreditation

Plymouth State University is accredited by the New England Association of Schools and Colleges, the nationally recognized, non-governmental organization whose mission is to evaluate the quality and integrity of educational programs. Institutions earning this accreditation are judged to be providing educational experiences that can be transferred to any other accredited college or university in the nation.

In addition to being accredited by the New England Association of Schools and Colleges, the Plymouth State University Educator Preparation programs are accredited by the New Hampshire Department of Education. The professional education programs at Plymouth State University are accredited by the National Council for the Accreditation of Teacher Education (NCATE), 2010 Massachusetts Avenue, NW, Suite 500, Washington DC 20036; phone (202) 466-7496. This accreditation covers initial teacher preparation programs and advanced educator preparation programs. NCATE is recognized by the US Department of Education and the Council for Higher Education Accreditation to accredit programs for the preparation of teachers and other school personnel.

Program-specific accreditations include the following: athletic training program by the Commission on Accreditation of Athletic Training Education; nursing program by the Commission on Collegiate Nursing Education; social work program by the Council on Social Work Education; the bachelor's degree programs in accounting, business administration, finance, management, and marketing, and the Master of Business Administration by the Association of Collegiate Business Schools and Programs; and the mental health and school counseling programs by the Council for Accreditation of Counseling and Related Educational Programs.

President Donald L. Birx, Ph.D.



Donald L. Birx became the 15th president of Plymouth State University on July 31, 2015.

Dr. Birx served as vice chancellor and vice president for research for the University of Houston System (UH). His accomplishments there included the initiation of systemwide, multidisciplinary clusters that spanned UH's colleges and campuses, focusing on strategic collaboration in the areas of nano-materials, energy and natural resources, biomedicine, complex systems, community advancement and education, and arts and human enrichment. At UH, Dr. Birx cofounded the Center for Industrial Partnerships, a joint endeavor to translate research to practical applications and increase interplay between the business community and the

university's research faculty. In addition, he held the appointment of full professor of electrical engineering.

Prior to his work at UH, Dr. Birx was interim vice provost/ president for research and professor of physics at New Mexico State University in Las Cruces. Dr. Birx began his career in academia following industry experience with Systems Research Laboratories, Inc., in Dayton, Ohio, where he advanced from senior scientist to principal investigator, then general manager of the company's intelligent systems division, and finally vice president and team leader of technology and new ventures.

Dr. Birx served as the chancellor of Pennsylvania State University, Behrend College, and was responsible for the quality of the college's academic programs in teaching, research and service and its overall operations, including strategic planning, human resources, enrollment management, fundraising, marketing, alumni and community relations, intercollegiate athletics and outreach.

Dr. Birx holds a bachelor's degree in engineering physics from the University of California, Berkeley; a master's degree in physics and an MBA in finance, both from Miami University of Ohio; and a doctorate in electrical engineering from the University of Dayton. He and his wife, Linda, have four children.

QUALIFICATIONS OF THE PROVOST

- Earned Doctorate or Terminal degree
- Successful experience in a leadership role at the level of Provost or comparable position

- Knowledge of how current issues and trends in higher education can change existing educational practices so we may meet 21st century challenges proactively
- Successful record of collaboration and partnership building with internal and external constituents
- Demonstrated experience with effective and collaborative strategic planning, fiscal management, and resource allocation
- Demonstrated experience leading ongoing efforts to exceed accreditation standards
- Demonstrated effective support for faculty and staff development
- Demonstrated record of successfully accomplishing complex tasks with limited financial resources
- Appreciation for a diversity of learners and teachers and demonstrated ability to build and implement an infrastructure that ensures success for all members of an academic community.
- Demonstrated success with leading organizational change

DUTIES AND RESPONSIBILITIES

A. Academic Leadership

The Provost serves as the University's chief academic officer. The Provost must ensure the high quality of academic programs, curriculum, instruction, and the selection, development, and evaluation of faculty while working collaboratively with university stakeholders and constituents to fulfill the University strategic plan, vision, and goals.

Through collaborative leadership the Provost:

- Facilitates the development and implementation of the Integrated Cluster model
- Provides strategic vision and leadership for innovative curriculum and program development in collaboration with academic leadership, cluster leadership, faculty, staff, community partners, and students
- Ensures adherence with policies and procedures that assure high academic standards and respect for the Plymouth State University learning model
- Collaborates with Academic Affairs Units, Administration, Advancement and Alumni Relations, Admissions, Student Affairs, Cluster Leadership, faculty, and staff to generate and utilize effective and accessible assessment data to create appropriate strategies for improving student learning, retention, and completion rates

- Engages and facilitates reciprocal partnerships between the university and business/industry, not-for-profit organizations, and educational institutions
- Facilitates effective, transparent, and respectful communications, keeping the community informed of processes and activities
- Facilitates collaborative working relationships across all areas of the university to achieve institutional priorities
- Facilitates and models an environment that fosters open discussion and debate with respect for a diversity of ideas and perspectives.

B. Accreditation

Through collaborative leadership the Provost:

1. Provides oversight for institutional and program specific accreditation and cycles of program review, assessment, and planning
2. Provides leadership for University strategic academic planning that leverages the Integrated Cluster model, coordinates with institutional strategic planning, and ensures implementation and results

C. Faculty Employment and Development

Through collaborative leadership the Provost:

- Establishes priorities and plans for faculty recruitment with Cabinet and Cluster Leadership
- Ensures the integrity of the processes of hiring and appointing faculty
- Ensures effective mechanisms for comprehensive professional development that supports innovative pedagogy, curriculum development, assessment strategies, service learning, leadership, external partnership development, emerging technologies and skill sets, and scholarship
- Provides oversight and decision-making in faculty evaluation: annual evaluation, promotion and tenure process, re-appointment, and annual salary increases

D. Administrative and Financial Responsibilities

Through collaborative leadership the Provost:

- Strategically develops and oversees sustainable planning for Academic Affairs related budgets; coordinates planning, allocation, and use of fiscal resources within Integrated Clusters with Cluster Leadership teams
- Provides leadership for the Academic Affairs Units, engaging with staff and faculty in strategic proactive planning to optimize student supports, systems operations and resources, supports for Integrated Clusters, and University needs
- Works closely with Information Technology, Cluster Leadership, faculty, and staff to ensure the most advanced technologies are intentionally integrated into PSU's curriculum, pedagogies, and system processes
- Oversees compliance with the terms of contracts with collective bargaining units and participates in the negotiating process.

Procedure for Nomination and Application

Review of nominations and applications will begin in December 2017 and will continue until the position is filled. For best consideration, apply or submit nominations before January 26, 2018. The preferable start date is July 1, 2017.

Please submit a letter of application addressing your match to the criteria Plymouth State has established in this document, along with your vita and a list of five references (who will not be contacted until later in the search) to:

Katherine Haley, Ph.D.
PlymouthProvost@haleyassociates.net
603.748.4399
www.haleyassociates.net