University Provost and Executive Vice President

For the position of University Provost and Executive Vice President, Arizona State University is seeking a distinguished ASU faculty member and academic leader who has made significant contributions to teaching and research in his or her academic field; who has demonstrated a clear commitment to the advancement of ASU’s unique mission, vision and objectives (Attachment A); and who has previously served in an academic or administrative leadership position at ASU in a manner which demonstrates his or her ability to work with other university leaders, university faculty, the greater university community and the university’s external constituencies to successfully advance ASU as an academic enterprise.

The Position

The university provost is the chief academic officer of the university. The provost provides leadership to the university’s colleges and schools, academic programs, and university libraries and fosters innovation and excellence in teaching, research and service to the community. The university provost reports to the president of the university who, in turn, reports to the Arizona Board of Regents. The university provost interacts with the Arizona Board of Regents, representing the academic interests of the university. The university provost serves as a member of the president’s Executive Committee. The university provost represents the university to external partners and constituencies and actively engages in the university’s fundraising initiatives. Among the primary responsibilities of the university provost are the following:

- Facilitate student success in a student-centric university including leading the university effort to meet its objectives and metrics for student recruiting, student retention, student and faculty diversity, and academic excellence.

- Work with the deans to recruit and build a great and diverse faculty dedicated to teaching and research of the highest quality and to connect and integrate programs, schools, and campuses into multi-disciplinary, synergistic entities greater than the sum of their parts.

- Design and implement innovations in all aspects of university teaching and learning including mechanisms and processes for use of data and analytics to monitor and assess outcomes.

- Recruit and build a diverse and collegial group of deans and academic leaders who advance their schools and programs to the levels of their aspirational peers; enable deans and academic leaders to function individually and collectively as successful managers of innovative and entrepreneurial academic enterprises.
• Work with the executive vice president and chief financial officer and the senior vice president and university planner to develop and manage the university budget including modeling of academic finances and operations, development of university-wide “meta-plans;” participate in planning for capital construction and space allocation; and develop a plan and mechanisms for tracking university performance with respect to State of Arizona performance funding.

• Work with the senior vice president of Knowledge Enterprise Development, the deans and the faculty to meet the university’s research objectives.

• Work with the president of the ASU Foundation for a New American University, the deans and the faculty to meet the university’s fundraising objectives.

In order to carry out the work identified above, the university desires a candidate for the position of executive vice president and university provost to have the skills, attributes and characteristics identified below.

Desired Skills

For the position of university provost and executive vice president, the university seeks an individual who has the following skills, characteristics and attributes:

I. Leadership

• Achieved distinction warranting appointment as full professor with tenure:
  • An earned doctorate in a relevant discipline;
  • Recognized contributions to his or her field and a record of achievement in the practice of his or her discipline;
  • Acknowledged excellence in teaching undergraduate and graduate students;
  • Successful experience in fundraising, grantsmanship, business development or other means of securing external funding;

• Intellectual capacity to think across disciplines and the ability to build connected units that will help to differentiate and advance the university;

• Excellent judgment of the character and potential of people; proven record of recruiting, mentoring, motivating, and retaining talented people;

• Ability and demonstrated willingness to engage the community; to develop strategic partnerships, and to promote the objectives and goals of ASU in seeking investment and high-level support from private donors and corporate and institutional funding sources;
• Demonstrated commitment to diversity and a successful record of increasing the rates of recruitment and retention of women and minorities at all levels;

• Demonstrated ability to manage academic organizations; to leverage, develop, and manage organizational resources; to build synergies across and outside the university to foster collaboration and the entrepreneurial expansion and management of resources;

• Outstanding communications skills, both one-on-one and in groups; the ability to communicate with constituencies from diverse backgrounds; the ability to deliver a compelling message; and a presence that inspires confidence within the academic, public, and private sector communities;

• A track record of achieving visibility for successful initiatives and for promoting and inspiring the best efforts of faculty and staff.

II. Vision

• Commitment to deliver scholarship, education, and services to the global community and the public-at-large at the highest level of quality and to serve and be recognized as an indispensable partner to greater Phoenix and Arizona;

• Dedication to expand knowledge and educate future leaders in a world-class learning environment that values: intellectual leadership, real-world applications, science and technology, global perspectives, ethics and community;

• Strategic interest in the linkage of disciplines to create educational opportunity for students;

• Appreciation for education in the 21st century; an understanding of the complexity of the broader social, ethical, and humanistic impact of science and technology;

• Strategic understanding of the synergies that will strengthen university programs; appreciation for the possibilities of leveraging relationships between schools and programs within ASU.

III. Values

• Integrity, forthrightness, and fair-mindedness; commitment to principled decision-making;

• Capacity to be excited by new ideas;
• A passion for building excellence while simultaneously enhancing access; a strong commitment to the importance of diversity at all levels of the university; to quality in academic programs and in appointment and promotion/tenure cases, and to promoting the model of the teacher/scholar;

• An entrepreneurial spirit combined with a strong team-orientation;

• Commitment to the mission of a public research university and to the values of public education that have helped to shape it;

• Appreciation for the character of Arizona State University and for its commitment to excellence, access and impact;

• Commitment to the welfare of students and faculty; commitment to the development of faculty and willingness to mentor them; accountability to students and the larger community. Sensitivity to the issues associated with the University’s diverse student population and commitment to serving their needs.

IV. Management

• Must have academic leadership experience at Arizona State University with a proven record of accomplishment;

• Must be an excellent strategic thinker with demonstrated ability to innovate and experiment and to exercise discerning judgment about the quality, viability, and value of academic programs;

• Excellent management and organizational skills. Ability to choose a set of priorities and move them forward; ability to make and implement tough decisions. An even-handed management style; strong delegation and team-building skills, political savvy, and the humility that comes from understanding personal limitations;

• Strong interpersonal skills; a good listener who seeks and listens to advice and persuasively builds consensus after weighing advice. Must have strong negotiating skills and the ability to manage ambiguity and the conflicting demands of a variety of constituents;

• Demonstrated ability to work with diverse constituencies; to understand and value the principles of shared governance, and to work together with academic institutions at ASU, such as the University Academic Senate. A strong track record of collaboration in achieving objectives and experience working with professional people;
• A commitment to good communications with the administration, deans, faculty, staff, and students. Ability to interact with the president in a cooperative and, where required, a forceful and persuasive way;

• A track record of good fiscal management with an understanding of budgeting, strategic and financial planning;

• High energy level, creativity, enthusiasm and passion for working in a creative environment;

• Ability to acquire and enable campus and external partnerships to enhance all sources of investment in the university; demonstrated disposition to engage in high level fundraising with alumni, current donors, and potential future donors.
Attachment A
ASU Vision and Goals: 2013 and Beyond

ASU Vision

To establish ASU as the model for a New American University, measured not by who we exclude, but rather by who we include and how they succeed; pursuing research and discovery that benefits the public good; assuming major responsibility for the economic, social, and cultural vitality and health and well-being of the community.

ASU Mission & Goals: 2013 And Beyond

Demonstrate American leadership in academic excellence and accessibility

- Maintain the fundamental principle of accessibility to all students qualified to study at a research university
- Maintain university accessibility to match Arizona’s socioeconomic diversity
- Improve freshmen persistence to 90%
- Enhance university graduation rate to 75%-80% and 25,000 graduates
- Enhance quality while reducing the cost of a degree
- Enroll 100,000 online and distance education degree seeking students
- Enhance linkages with community colleges so as to expand baccalaureate degree production to national leadership levels
- Enhance measured student development and individual student learning to national leadership levels

Establish national standing in academic quality and impact of colleges and schools in every field

- Attain national standing in academic quality for each college & school (top 5-10% for each college)
- Attain national standing in the learning value added to our graduates in each college & school
- Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college/school

Establish ASU as a global center for interdisciplinary research, discovery and development by 2020

- Become a leading global center for interdisciplinary scholarship discovery and development
- Become a leading American center for discovery and scholarship in the social sciences, arts and humanities
- Enhance research competitiveness to more than $700 million in annual research expenditures
- Augment regional economic competitiveness through research and discovery and value-added programs

Enhance our local impact and social embeddedness

- Enhance linkage to local and regional social and community development groups
- Establish/develop/enhance linkages and partnerships with local, regional and national NGO’s, governments and public agencies, and private sector firms with a focus on community development
- Undertake applied sustainability research that impacts the social, environmental and economic evolution of the southwest
- Provide an objective and ongoing facilitation role for the region’s progress