



POSITION PROFILE

Provost and Vice President for Academic & Student Affairs

July 2023



ABOUT SOUTHERN OREGON UNIVERSITY

Established in 1872, Southern Oregon University (SOU) is becoming the ‘University for the Future’, under the direction of President Dr. Richard J. Bailey, Jr., who inspires the community to strive for greatness – individually and collectively. SOU provides career-focused, comprehensive educational experiences to over 5000 students with multiple degree path options through 46 undergraduate and 10 graduate-level academic programs in a dynamic range of fields while preparing them to live and lead in a multicultural, global society. Along with an emphasis on student success and intellectual growth, SOU is committed to diversity, equity inclusion, and sustainability. Theoretical and experiential learning programs provide quality, innovative experiences for learners. At SOU, students build strong community connections through internships, mentorships, field studies, capstone projects, volunteer opportunities, and civic engagement. To learn more: <https://sou.edu/>

Student leadership is an important part of what makes SOU a wonderful place to live and study. With staff and faculty support, students at SOU can step into their own leadership and learn to manage and operate a wide range of student resources including outdoor adventure programming, film screenings, community gardens, bicycle services, and an organic farm.

Sitting on 175 acres, Southern Oregon University is committed to sustainable practices, environmental stewardship, and research that advances understanding of local, regional, and global environmental issues of which it has been nationally recognized. Recently, SOU was honored with the *Best Case Study Award* by the Association for the Advancement of Sustainability in Higher Education, was the first university in the nation to certify as a *Bee Campus USA*, and now boasts LEED Gold campus housing.

Over the past 3 years, SOU has strengthened its strategic approaches to enrollment management in alignment with the university’s vision and mission. Through a thoughtful, collaborative, shared governance process, SOU has developed innovative initiatives in the areas of student success and retention, financial aid, academic program planning, and recruitment and marketing.

In September of 2022, Southern Oregon University and Medford-based Lithia Motors announced a philanthropic partnership that will serve as the bedrock of future innovations at SOU. Lithia’s commitment exceeds \$12 million and is the largest-ever single gift to the university. The contributions from Lithia Motors (NYSE: LAD) create the Lithia & GreenCars Momentum Fund, which will be used “to propel the university forward by investing in people and programs to implement the university’s and the company’s shared vision of sustainability and diversity.”

SOU’s presence is experienced not only in Ashland but also in Medford, Oregon at the Higher Education Center where students pursue two-year, four-year, and graduate degrees. At both locations, the passions of students combine seamlessly with an outstanding education in a unique location making SOU a wonderful place to work, live, and learn.

- *Sierra Magazine* ranked SOU one of the top “Cool Schools” in the US
- *The Princeton Review* named SOU one of the most environmentally responsible colleges in the US and Canada
- SOU was awarded 5 out of 5 stars on the Campus Pride Index in 2023
- *Outside Magazine* named SOU one of the top 20 schools in the US where you can hit the books and the back country
- SOU participates in Second Nature’s Climate Commitment
- SOU is the nation’s first Bee Campus USA, and a designated Tree Campus by the Arbor Day Foundation



Building the Future

Under the leadership of President Bailey, the campus community recently completed a thoughtful and inclusive planning process to secure a successful and sustainable future for the university. The SOU Board of Trustees voted unanimously in April to adopt the **SOU Forward** fiscal realignment plan – a four-plank strategy that balances expenses with revenue and then prepares the university for strategic growth by diversifying its sources of revenue.

The first element of the four-plank SOU Forward realignment strategy was to resolve structural defects in SOU’s financial base and eliminate what was projected as a \$14.6 million deficit by the 2026-27 fiscal year. That job is in progress. SOU is now moving on to the plan’s three other planks, all of which will prepare the university for strategic growth by diversifying its sources of revenue. SOU will reimagine how it supports faculty and programs seeking funding from external granting agencies and organizations, leverage an ongoing surge in philanthropic support and diversify revenue by pursuing entrepreneurial opportunities – including solar power generation and creation of a senior living facility.

The realignment process, which began in earnest last October, has aimed for transparency and collaboration, with input from SOU’s shared governance partners – the Associated Students of SOU, Faculty Senate and Staff Assembly – and the unions representing both faculty and classified employees. With each decision, efforts have been made to maintain academic excellence and student experiences.

“Make no mistake, this continues to be a challenging process for all of us at SOU,” President Rick Bailey said. “But we will remain committed to kindness, compassion and unity. We are in this together, and will always be mindful of the ways in which this plan affects all of our students, faculty and staff.”

“Ultimately, as challenging as this work is, we are doing it because we are united in our love for students. We owe it to current and future students to take the steps necessary to keep SOU affordable and accessible for generations to come.”

SOU's General Education Transformation

In Fall 2023, SOU launches a brand new General Education program for incoming students, the culmination of a 4-year transformation process. The goals of this remodeling effort included:

- Applying the university's **Strategic Plan** (especially Strategic Directions 1 & 4) to curriculum design;
- Reducing overall GE credit requirements (SOU previously required the highest GE credit count of any Oregon public university);
- Making GE learning goals and requirements more transparent, purposeful, and attractive to students.

SOU's new model shifts from a discipline-based distribution of requirements (e.g. required credits in Humanities, Social Sciences, Natural Sciences, etc.) to a program centered on six skill-based capacities:

PURPOSEFUL LEARNING is both a capacity and the lens through which SOU students develop their other core capacities. In applying this lens to their university experience, students make meta-cognitive connections between their education and their broader, individually defined goals. By centering Purposeful Learning across the curriculum, SOU's new GE program offers students a practical approach to self-reflection, connection with others, and adaptation of cross-disciplinary skills to an ever-changing world.

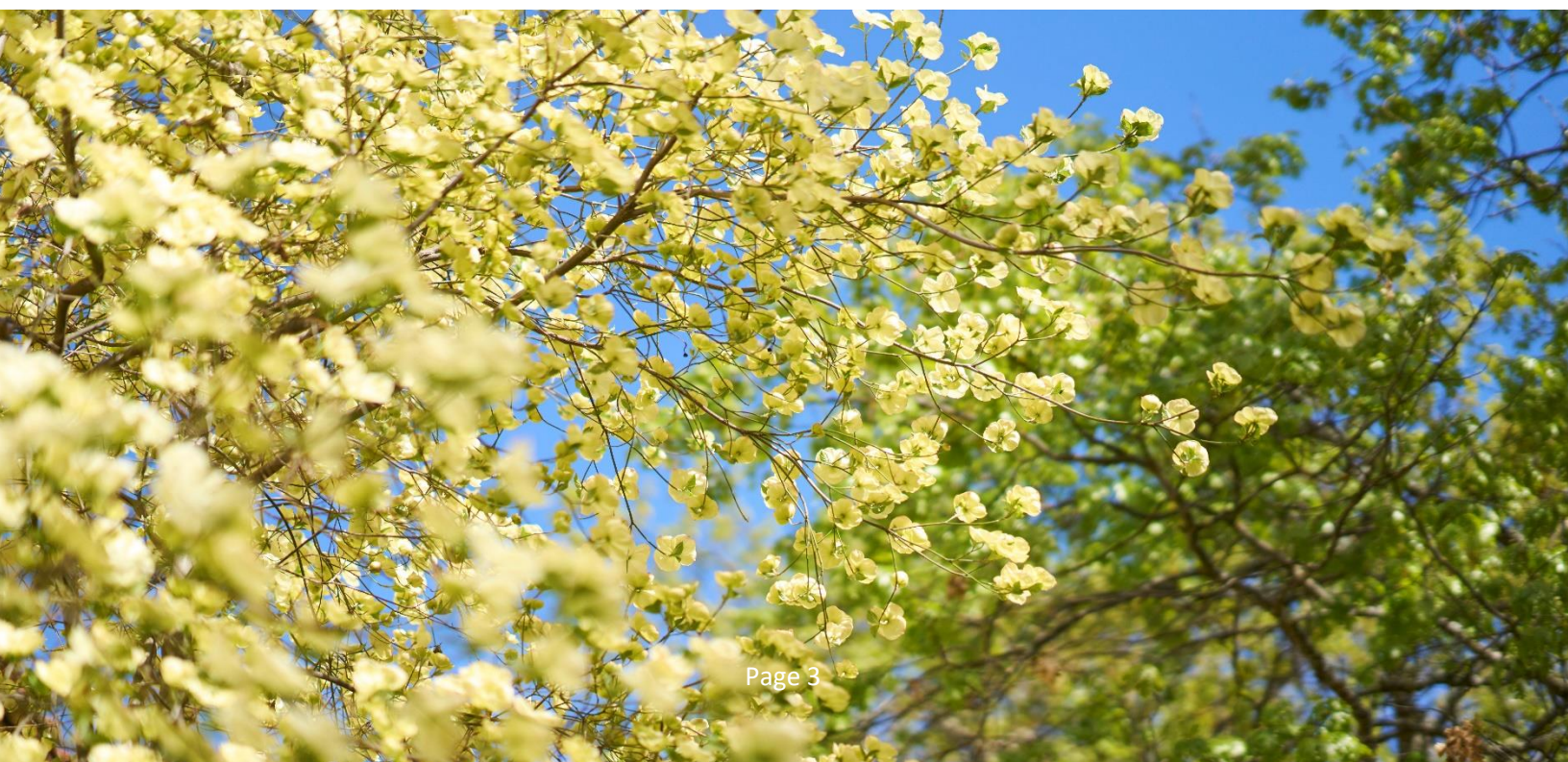
COMMUNICATION & EXPRESSION prepares students to identify, develop, and express ideas with specific audiences in mind and to receive and appreciate others' ideas.

CREATIVITY & INNOVATION prepares students to understand and engage in the creative process and to discover and implement original and useful approaches to projects and/or complex problems within any context or discipline.

EQUITY, DIVERSITY & INCLUSION prepares students to engage in a lifelong, intentional, and continuous process of learning culturally affirming ways of being, interacting, and behaving that contribute to equitable living outcomes in both global and local communities.

INQUIRY & ANALYSIS prepares students to ask meaningful questions and gather, analyze, evaluate, and synthesize information. They can also articulate how the process by which information is understood, consumed, and produced contributes to an understanding of the world and shapes decisions, conclusions, and actions.

NUMERICAL LITERACY prepares students to reason well and solve quantitative problems situated within a variety of disciplinary and interdisciplinary contexts. Students learn to ask quantitative questions about their world, identify appropriate methods to interpret data, and clearly communicate their results in a variety of formats.



THE OPPORTUNITY

Provost and Vice President for Academic & Student Affairs

Position Summary

The Provost and Vice President for Academic and Student Affairs (Provost & VPAA/SA) provides vital, creative, and adaptable leadership to the academic enterprise at Southern Oregon University (SOU). This position plays a key role in institutional planning and strategy, in forging community partnerships, and in advancing SOU's presence in the region, state, and nation. The Provost & VPAA/SA has a significant duty in representing SOU to the Southern Oregon University Board of Trustees, engaging with the Oregon Provosts Council, and participating in the Oregon Council of Presidents. This person is responsible for articulating a vision and direction for Academic and Student Affairs and effectively communicating that vision to the campus community. The Provost & VPAA/SA reports directly to the president and collaborates with the other vice presidents to execute the president's leadership agenda. This position is also responsible for managing the operations of the university in the president's absence.

The Provost & VPAA/SA oversees all of the academic schools at SOU and the services that support them, as well as the university's portfolio of student support and success services. This leader is responsible for guiding academic and enrollment planning and shaping the student body through an institutional strategy for recruitment, admission, retention, advising and educational partnerships. Effective performance requires an in-depth understanding of the university's mission and its various programs, and a commitment to work effectively within a shared decision-making environment (i.e., Faculty Senate, Staff Assembly, and the faculty union). A high level of collaboration, commitment to service excellence, and exceptional listening and communication skills are critical.



Key Responsibilities:

- **Lead Academic Affairs, establish and communicate a strong academic vision while promoting a culture of shared governance (40%)**

The Provost & VPAA/SA is the Chief Academic Officer of SOU and provides leadership and robust support for the faculty, academic schools, and the library at SOU. Duties include, but are not limited to: support and promote teaching, scholarship, and community engagement activities; administer contracts; supervise and evaluate the academic directors and faculty personnel roster; launch faculty development programs; assess recruitment and hiring priorities; oversee the promotion and tenure process, faculty appointments, merit salary increases, and sabbatical leaves; respond to faculty grievances; support program review and assessment of the learning enterprise; guide various programs including instructional services, off-campus and continuing education programs, summer session, inter-institutional programs, various galleries and collections, and all that is necessary to support coursework, research, and intellectual exploration associated with the university's intellectual life; give direction to research, grants and sponsored programs, and other creative endeavors; maintain effective channels of communication with the President, faculty, and Faculty Senate; serve as strategist in the faculty collective bargaining enterprise; and create a culture of collective ownership and accountability while collaborating on decision-making processes quickly and effectively.

- **Lead Strategic Enrollment Management and Student Affairs (25%)**

The Provost & VPAA/SA is the Chief Enrollment Officer responsible for the executive leadership, strategic planning, and administrative oversight for all operations and support functions associated with the recruitment, retention, and engagement of students. Duties include, but are not limited to: foster creative thinking that builds on SOU's strong tradition as a student-centered institution; guide strategic efforts to address issues related to student development, health and wellness, success, equity, and retention; address issues related to the review, implementation, improvement, and enhancement of policies, procedures, and program-specific services; and oversee Enrollment Services, Student Success, and Admissions and Recruitment to ensure efficiency in operations that drive enrollment growth that aligns with institutional goals.

- **External Outreach (10%)**

The Provost & VPAA/SA partners with the president to implement SOU's mission, vision, core values, and strategic directions in a manner that realizes growth that enhances student learning opportunities and positively impacts financial and economic development. This position develops and cultivates public-private partnerships with local, regional, and statewide business and industry.

- **Accreditation (10%)**

The Provost & VPAA/SA administers activities related to the accreditation and the external review of SOU and its schools, departments, and programs. This position ensures compliance with various academic disciplines and their respective accreditation agencies.

- **Budget & Resources (10%)**

The Provost & VPAA/SA designs effective budget models for Academic and Student Affairs. This position analyzes financial information to include revenues and expenditures to ensure all operations are within budget; develops long-range planning and budget priorities; and provides supervision, evaluation and professional development for administrative and support staff.

- **Other Duties as Assigned (5%)**

The Provost & VPAA/SA performs other duties as assigned by the president, including but not limited to: participating or leading ad hoc and standing working and advisory committees; serving on search committees; and representing SOU at functions, panels, and events.

Minimum Qualifications:

- Ph.D. or other terminal degree with a record of teaching and scholarship suitable for a tenured faculty appointment.
- At least five years of successful leadership in a senior level position with academic administration, program development, budgeting, and personnel management experience.
- Strong interpersonal, supervisory, and communication skills.
- Proven record of a commitment to equity, diversity and inclusion initiatives, and experience with institutional EDI goals and efforts.
- Demonstrated record of fostering excellence in teaching, scholarship, and creative endeavor.
- Experience developing and overseeing academic programs that increase student access and enrollment.
- Thorough understanding of the compelling mission, challenges, and governance of public higher education.
- Experience fostering partnerships between a university and the region it serves.
- Ability to analyze and interpret data and communicate this to a broad set of audiences.
- Demonstrated ability to lead change.
- Demonstrated effectiveness working with shared governance structures (e.g., Faculty Senate).

Preferred Qualifications:

- Experience in student affairs.
- A record of success leading strategic enrollment management efforts.
- Experience in a teaching-focused institution, as well as institutions that serve first-generation non-traditional students.
- Experience cultivating successful philanthropic relationships.
- Experience working under collective bargaining agreements.
- Experience in a liberal arts environment.



Commitment to Service Excellence:

- **Works Collaboratively.** Cultivates connections with others that contribute positively to the well-being of those involved. Works toward a common objective through the sharing of ideas and distribution of responsibilities across team members. Strong interpersonal skills including collaboration, professionalism and strong consultative skills conducive to building and maintaining positive relations with administrators, co-workers, staff, faculty, union representatives and other members of the campus community.
- **Growth Mindset.** Demonstrates consistent resiliency to promote positive change through adversity. Identifies potential change opportunities and actively seeks to adapt. Assesses and utilizes creative strategies to create individual, organizational, or societal change within a situational context.
- **Initiative and Follow Through.** Takes initiative to identify and assess needs to create measurable objectives, and builds relationships with people who will be able to help achieve those objectives. Demonstrated ability to meet deadlines, anticipate needs, prioritize multiple tasks, follow through, and work independently without supervision while handling frequent interruptions and rapidly shifting priorities. Skilled at keeping detailed records and following up on various issues. Skilled at streamlining processes to create efficiencies when necessary. Strong leadership skills including problem solving, analytical and project management.
- **Demonstrated Service Excellence.**
 - **Teamwork.** Demonstrated ability to work effectively as a team player; coordinate several functions and determine the relative importance of each; ability to work with a high level of productivity and accuracy/attention to detail.
 - **Knowledge.** Advanced computer skills and proficiency with a variety of computer applications including word-processing, spreadsheets, databases, online systems, social media platforms, internet as well as online calendaring and email. Demonstrated office operations or project management experience.
 - **Accountability.** Demonstrated ability to interpret and consistently apply a wide variety of complex policies and procedures where specific guidelines may not always exist. Ability to work with frequent changes in policies and procedures, under pressure of deadlines in a fast-paced environment. Ability to manage stressful situations with tact and diplomacy and to use sound judgement and discretion, particularly as it relates to handling sensitive and/or confidential information.
 - **Professionalism.** Excellent organizational and time management skills with the ability to set own priorities to coordinate multiple assignments with fluctuating and time-sensitive deadlines. Proven ability to handle a broad range of sensitive interpersonal situations effectively with a very high level of diplomacy and compassion.



PROCEDURE FOR CANDIDACY

Confidential review of applications will begin immediately and continue until the position is filled; **parties who apply by September 5, 2023 will be given first consideration.** Please submit a PDF version of your CV and cover letter outlining your interest and suitability for this position. To apply online, go to <https://theapplicantmanager.com/jobs?pos=su357>

For more information or to offer recommendations or nominations:

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Southern Oregon University is an equal employment opportunity employer and is strongly committed to achieving excellence through a diverse workforce. The University actively encourages applications of all qualified individuals.



[Summit Search Solutions, Inc.](https://www.summitsearchsolutions.com) is a boutique executive search firm dedicated to serving the education and nonprofit sectors nationwide. Based in Asheville, NC, Summit has a team of experienced recruiting consultants in strategic locations across the country including California, Kansas, Maryland, New York, and North Carolina.



YOU'RE HOME



Selected as a top 10 finalist in Outside magazine's search for the "Best Town in America," Ashland is a culturally rich place for tourism, entertainment, entrepreneurship, and breathtaking outdoor experiences.

ASHLAND, MEDFORD, and SOUTHERN OREGON

Ashland is located on the land of the Shasta and Takelma peoples and recognizes the many Oregon and Northern Californian tribes and bands who call the Klamath Basin region their ancestral territory. **Ashland**, Oregon is nestled at the base of the convergence of the Siskiyou and Cascade mountain ranges at an elevation of approximately 2,000 feet. Situated centrally between San Francisco and Portland, this city of over 20,000 people enjoys 200 days of sunshine each year, making it an ideal choice for anyone looking to settle in a mild climate for four distinct seasons. Established higher education core, vibrant tourism sector, and innovative small businesses form the base of Ashland's economy. Interstate 5 runs conveniently by Ashland making it easy to get to larger neighboring cities.

In Ashland is Lithia Park, a beguiling 93-acre green-space spread with lush lawns and elegant landscaping, walking paths, tennis courts, playgrounds, and picnic areas, set amid undeveloped woodlands, duck ponds and groves of sycamore trees which hosts the Oregon Shakespeare Festival, an Elizabethan Theater that is Ashland's most celebrated cultural offering.

Medford, just 20 minutes north of Ashland, is set in a rural-but-urban accessible environment and features spacious non-congested living. It is a commercial center with access to major retailers and an airport. One can savor award-winning wines harvested from the most diverse growing conditions around the globe and is home to Harry & David's world-famous Moose Munch and Rogue Creamery's prized blue cheese. Over 200 days of sunshine abound among breathtaking terrain, making it ideal for outdoor lovers.

- Ashland and Medford are surrounded by National Forest in one of the thirteen most biodiverse regions in the world and is a destination for trail-running, skiing, hiking, and mountain biking.
- With 785 acres of parkland and 41 miles of trails, residents can get virtually anywhere they want by walking or biking.
- Oregon's only National Park, Crater Lake, is a perfect day-trip destination. At 1,943 feet, Crater Lake is the deepest and clearest lake in the United States and the ninth deepest in the world.
- The population of the region is growing in diversity and organizations in the community are committed to an inclusive environment.

Ashland and Medford are perfect for anyone wishing to live in a stunning natural setting surrounded by the arts, culture, vineyards, and adventure.

For more information, visit:

<https://www.ashlandchamber.com> <https://www.southernoregon.org> <https://www.travelmedford.org/>

