Position Specification

Old Dominion University
Provost and Vice President for Academic Affairs

2015
POSITION SPECIFICATION

<table>
<thead>
<tr>
<th>Position</th>
<th>Provost and Vice President for Academic Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>Old Dominion University</td>
</tr>
<tr>
<td>Location</td>
<td>Norfolk, Virginia</td>
</tr>
<tr>
<td>Reporting Relationship</td>
<td>Direct report to the President</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.odu.edu">www.odu.edu</a></td>
</tr>
</tbody>
</table>

THE POSITION

Old Dominion University seeks nominations and applications for the position of Provost and Vice President for Academic Affairs. The Provost provides leadership and vision for the Academic Affairs Division in the areas of teaching, research, and service, with direct responsibility for the effective operation of all units in the Academic Affairs Division, including the six academic colleges (the College of Arts and Letters, the Strome College of Business, the Darden College of Education, the Batten College of Engineering and Technology, the College of Health Sciences and the College of Sciences), the College of Continuing Education and Professional Development, University Libraries, Honors College, Academic Enhancement, Advising and Transfer Programs, Distance Learning, Graduate Studies, Assessment, International Programs, and the Strome Entrepreneurial Center.

The Provost serves as the chief academic officer, reporting to the President of the University. The Provost is a central figure in the leadership of the University and its primary champion of academic excellence, responsible for all of the institution’s academic programs and their associated faculty, staff, and resources. Highly visible on campus, the Provost serves as the chief academic budget officer, with oversight of educational, scholarly, and research priorities that touch nearly every corner of the University.

The Provost will lead an exceptionally ambitious portfolio and will be the steward of the institution’s academic priorities. ODU is a remarkably multi-faceted institution, serving a diverse, urban area in Southeastern Virginia that is home to industries of critical importance to the Commonwealth. ODU delivers top-quality education to populations in need (for example, serving the most Pell Grant recipients in Virginia) and provides internationally-recognized research on issues of regional and national significance, such as sea-level rise and dropout prevention. ODU is also a leading institution in online education, with 70 programs online, and with one of the most developed platforms and success rates (one in five ODU students is enrolled purely online, with comparable graduation rates to residential students).

The Provost will work to implement the academic priorities of the University’s Strategic Plan, a roadmap that will reshape the University and firmly establish ODU as a nationally- and internationally-recognized public, doctoral, research university. Amongst other priorities, the Provost will be the key academic leader for fostering:

- **Teaching and Research**—ensuring ODU maintains its commitment to promoting excellence in teaching and research; leveraging intellectual capital that draws
from ODU's quality research in its teaching, and developing more centralized organizational structures for graduate education that better support research, program management and interdisciplinary collaboration;

- **Online programs**—furthering ODU's already-robust, leading online learning programs to improve access, reach and impact of ODU;
- **Diverse faculty**—supporting the recruitment and retention of a diverse faculty that reflects the richness of the student body which comprises one of the most diverse public institutions in Virginia;
- **Continuing education and professional development**—growing ODU's continuing education programs to provide high-quality professional and personal continuing education opportunities for returning veterans and other adult, non-traditional learners and to be responsive to regional, national and international needs;
- **International education**—prioritizing initiatives that allow more ODU students to experience global learning through study abroad and an increasingly internationalized curriculum; and
- **Interdisciplinary studies**—encouraging more collaboration, programs and research across departments and schools, and at the graduate level.

More broadly, the Provost will play a leadership role in **seizing the opportunity for ODU in Southeastern Virginia**. With a number of key strengths for the region—including significant Department of Defense investment, ports of national, strategic importance (the largest deep water harbor on the East Coast) and tourism—ODU is capitalizing on its unique role as a central connection point for these industries by training the workforce, providing advanced research and engaging in meaningful community service to further the regional economy. The Commonwealth of Virginia has consistently recognized the exceptional role that ODU plays in the state's growth, evidenced by its strong funding support of the University despite statewide budget cuts.

**Other Major Responsibilities:**

**Supporting the President.** The Provost provides direct support to the President in the operation and direction of the University. The Provost will preside over meetings, attend events as the University's representative, and at times act in place of the President as necessary. The Provost reports to the Board of Visitors on Academic Affairs activities, including new initiatives, programs, faculty appointments and policy changes.

**Academic Planning.** The Provost maintains current plans for academic programs, resource allocations, and innovations in all programs. She or he will receive reports from the deans and others who have delegated responsibility for planning and for development. This function includes overseeing, in collaboration with the Chief Operating Officer, programmatic planning for academic buildings.

**Chief Personnel Officer for Academic Faculty.** The Provost is responsible for the allocation of all faculty positions except those that are endowed or restricted by external requirements to a single department or area. She or he oversees faculty hiring for both teaching and research personnel, and establishes and monitors the recruitment of women, minority, and international faculty and graduate students. The Provost maintains current personnel policies and oversees systems of quality assurance for hiring, promotion, and tenure. The Provost oversees the process by which faculty members and their departments or schools prepare for tenure and promotion reviews, and makes the final recommendation to the President and presents to the
Board of Visitors for approval, as appropriate.

**Student Success.** The Provost partners with the Vice President for Student Engagement & Enrollment Services to ensure the University monitors and supports student success through strategic, data-driven programs and decision-making.

**Development.** The Provost will cooperate with the President, deans, and Vice President for University Advancement in securing philanthropic support for the University.

**Financial Management Pursuant to the Academic Mission.** The Provost manages the fiscal resources of the Academic Affairs Division, including budgeting and allocation of funds, teaching and research space allocations, and infrastructure allocations, to ensure maximum efficiency in operations of academic units.

**Accreditation.** The Provost ensures compliance with SACSCOC and the State Council for Higher Education in Virginia requirements, and works with the professional colleges and programs to comply with relevant professional accreditation agency requirements.

**Collaboration and Cooperation.** The Provost builds productive and cooperative relationships with important constituencies within the University, including but not limited to the academic Deans, the Vice President for Research, the Faculty Senate, Student Engagement & Enrollment Services, University Advancement, Office of Research, and with other institutions in the region, state, nation, and world. Specifically, the Provost plays a pivotal role in creating structures and incentives for various academic units—colleges, departments and other entities—to collaborate on cross-institution initiatives.

**Recruitment.** The Provost oversees recruitment and retention efforts for faculty and faculty administrators, and works to build a diverse faculty, university-wide. The Provost reviews faculty promotion and tenure files and make recommendations to the President and Board of Visitors.

An appendix with an overview of Old Dominion University, as well as a leadership organization chart, is attached.

**PROFESSIONAL EXPERIENCE/QUALIFICATIONS**

For the Provost, leading all these efforts from the academic perspective will require an exceptional ability to lead within a complex organization, well-developed emotional intelligence and a broad intellectual orientation. With 14 direct reports and oversight of many drivers in the institution’s success, the Provost’s role requires superior leadership skills and a passion for the mission of higher education.

The Provost must have the highest commitment to academic and scholarly standards. She or he must exhibit the vigor and imagination necessary to promote those standards effectively, and must be able to recognize and promote academic excellence in all its forms and at all levels of the University. The Provost must identify, improve, and increase opportunities for interdisciplinary collaboration in research, scholarship, creative activities and teaching among faculty at the undergraduate and graduate levels. Compelling candidates will bring relevant budgetary experience necessary for the responsibility of the role.
Other qualities of the successful candidate include:

- Impeccable personal and professional integrity;
- Intellectual leadership and distinguished scholarship and teaching;
- Significant leadership, management, and financial experience in complex higher education or similar environments, including familiarity with online learning;
- Enthusiasm for the history and mission of the University, balanced with a commitment to innovation and improvement;
- The vision, tact, and judgment to set priorities, make difficult decisions, allocate limited financial, capital, and human resources, delegate authority as appropriate, and handle delicate personnel issues;
- Commitment to enhancing the quality of student learning at the graduate, undergraduate, and professional levels;
- Dedication to creating a diverse, open and inclusive environment and to promoting diversity in all aspects of University life;
- Understanding of the evolving role of technology in higher education, including the technical library and other research of faculty and students;
- Demonstrated experience with enhancing the research portfolio of the University's faculty;
- A strong interest and experience in promoting or expanding high quality online courses and programs; and
- Commitment to supporting and expanding graduate education.

EDUCATION

The University seeks a person with an earned doctorate or equivalent terminal degree with a record of scholarship, research, and teaching, suitable for appointment as a tenured full professor.

COMPENSATION

A comprehensive compensation package will be offered to the successful candidate.
All applications and nominations will be held in the strictest of confidence. Review of potential candidates will begin immediately. Applications should include a formal letter of interest addressing the qualifications and expectations, a comprehensive curriculum vitae/resume and the names of five references with email addresses and phone numbers (references will be contacted only with the permission of the candidate).

Please email applications and nominations to odu-provost@kornferry.com.

It is the policy of Old Dominion University to provide equal employment, educational and social opportunities for all persons, without regard to race, color, religion, sex (including pregnancy), national origin, age, veteran status, disability, political affiliation, sexual orientation, gender identity or genetic information.
APPENDIX

OVERVIEW OF OLD DOMINION UNIVERSITY

Old Dominion University has grown from its inception in 1930 as the Norfolk Division of the College of William & Mary, through its establishment in 1962 as an independent small college, to its current standing as a large research university that has earned a Carnegie classification of “high research activity.” Through its seven colleges – Arts and Letters, Business, Education, Engineering and Technology, Health Sciences, Sciences, and Continuing Education and Professional Development – the University now offers more than 2,400 courses as part of over 160 academic programs, numerous certificate programs, 70 baccalaureate, 54 master’s, two education specialist, and 42 doctorates.

The nearly 25,000 students enrolled, inclusive of approximately 5,000 graduate students, are drawn from all 50 American states and 119 countries, and create a celebrated diversity in which 24 percent are African American, six percent are Hispanic/Latino, 55 percent are women and nearly a quarter are military-affiliated.

Old Dominion University now boasts more than 130,000 alumni. The Norfolk campus has evolved in recent years into a truly residential campus; almost 5,000 students are housed in University residences and approximately 6,000 additional students reside within the surrounding area. In addition to the main Norfolk campus, programs are offered at higher education centers in the nearby cities of Virginia Beach, Hampton and Portsmouth.

As Virginia’s distance education pioneer, Old Dominion University now offers almost 70 online degree completion and certification programs. Old Dominion University has a long tradition of providing affordable access to a high-quality education. With well over a third of its student body being from under-represented groups, the University is serving a growing population of strategic importance to the Commonwealth of Virginia. A recent study by the Education Trust, for example, showed that ODU has a much higher six-year graduation rate for African-American students (within six years) than the national average.

Old Dominion University employs more than 3,300 people, including a faculty of more than 800 full-time professors and nearly 600 part-time instructors from America’s and the world’s leading research universities. The faculty includes three Virginia Scientists of the Year, three CASE Professors of the Year, two National Book Award Finalists, and 80 elected fellows of professional societies. Among Virginia universities, Old Dominion University boasts the second highest number of State Council of Higher Education of Virginia Outstanding Faculty Award winners. In 2014, the faculty generated nearly $50 million in external expenditures to support their research efforts.

The Old Dominion University Libraries is comprised of the Patricia W. and J. Douglas Perry Library, F. Ludwig Diehn Composers Room, Elise N. Hofheimer Art Library, and Chrysler Library. The University Libraries provide online research databases, e-books, thousands of online journals, and more than three million items in its physical collections. Recently embarking on an ambitious 5-year future plan that will more closely align all aspects of the Libraries’ operations to the current and future needs of the University, the University Libraries are recognized as the premier research library of southeastern Virginia.

The main campus is situated in a thriving metropolitan coastal region adjacent to major maritime and military installations and within easy reach of the nation’s capital. The Metropolitan Hampton
Roads’ location provides a rich living laboratory for many of the University’s academic and research pursuits, including environmental, marine, and natural sciences and engineering associated with the Chesapeake Bay and the Atlantic Ocean. Its location lends particular importance to the evolving Climate Change and Sea Level Rise Initiative, launched by President John R. Broderick in 2010, which is attracting major attention from the citizens of Hampton Roads and beyond. The region is also host to an extensive and comprehensive public education system and several community colleges and universities, with which Old Dominion has long-standing and strong collaborations. Cultural connections with the local community are strengthened by the annual Old Dominion University Literary Festival, public lectures on a wide variety of topics, and numerous theatrical and musical performances.

The University’s initiatives, such as modeling and simulation programs, are propelling job creation and economic growth by tying nicely into regional strengths—federal labs, the port, military bases, Chesapeake Bay, and health care, to name a few. The recent creation of the College of Continuing Education and Professional Development expanded the university’s connections to the community, industry, and the military. Plans are underway to expand graduate programming across the university.

The University has developed mutually beneficial partnerships with numerous major, local and federal government facilities and health-related organizations, including: the Virginia Port Authority, which oversees the world’s largest natural deep-water port; the Thomas Jefferson National Accelerator Facility; the Virginia Commercial Space Flight Authority and Mid-Atlantic Regional Spaceport at Wallops Island; NASA Langley Research Center; Langley Air Force Base; Naval Station Norfolk, home to the U.S. Navy and U.S. Fleet Forces Command; NATO Allied Command Transformation; and the Naval Postgraduate School. In addition, the University has active collaborations with local and regional school districts, the Virginia Community College System, Norfolk State University, the Apprentice School for shipbuilding in Newport News and Eastern Virginia Medical School, with which faculty and students interact through joint academic and research programs.

President Broderick, who was appointed in 2008, is credited with significantly improving state and private support for Old Dominion University in the midst of challenging economic conditions. In addition to resource development, he implemented a comprehensive student success initiative and a University-wide commitment to faculty, staff, student, and civic engagement. President Broderick was one of five presidents of state institutions appointed in 2011 to the governor’s Higher Education Advisory Committee. In 2012, he was appointed to the American Association of State Colleges and Universities Council of State Representatives, and in 2012 received the American College Personnel Association’s Contribution to Higher Education Award. The University’s governing Board of Visitors recently extended his term as President to 2018. President Broderick is the first ODU president to chair the Virginia Council of Presidents, and he also chairs the Conference USA Board of Directors. The University has been the beneficiary of more than $500M under this leadership and has become nationally known for its Strome Entrepreneurial Center, as well as its considerable improvement in student retention.

The institution’s annual budget is in excess of $500 million, and its annual contribution to the regional economy has been calculated at almost $2.1 billion. In 2011 and 2012, The Chronicle of Higher Education identified Old Dominion University as one of the best universities to work for in the nation. The University is also proud to have been selected as a Military Friendly School by GI Jobs Magazine for five years in a row, 2010-2014.