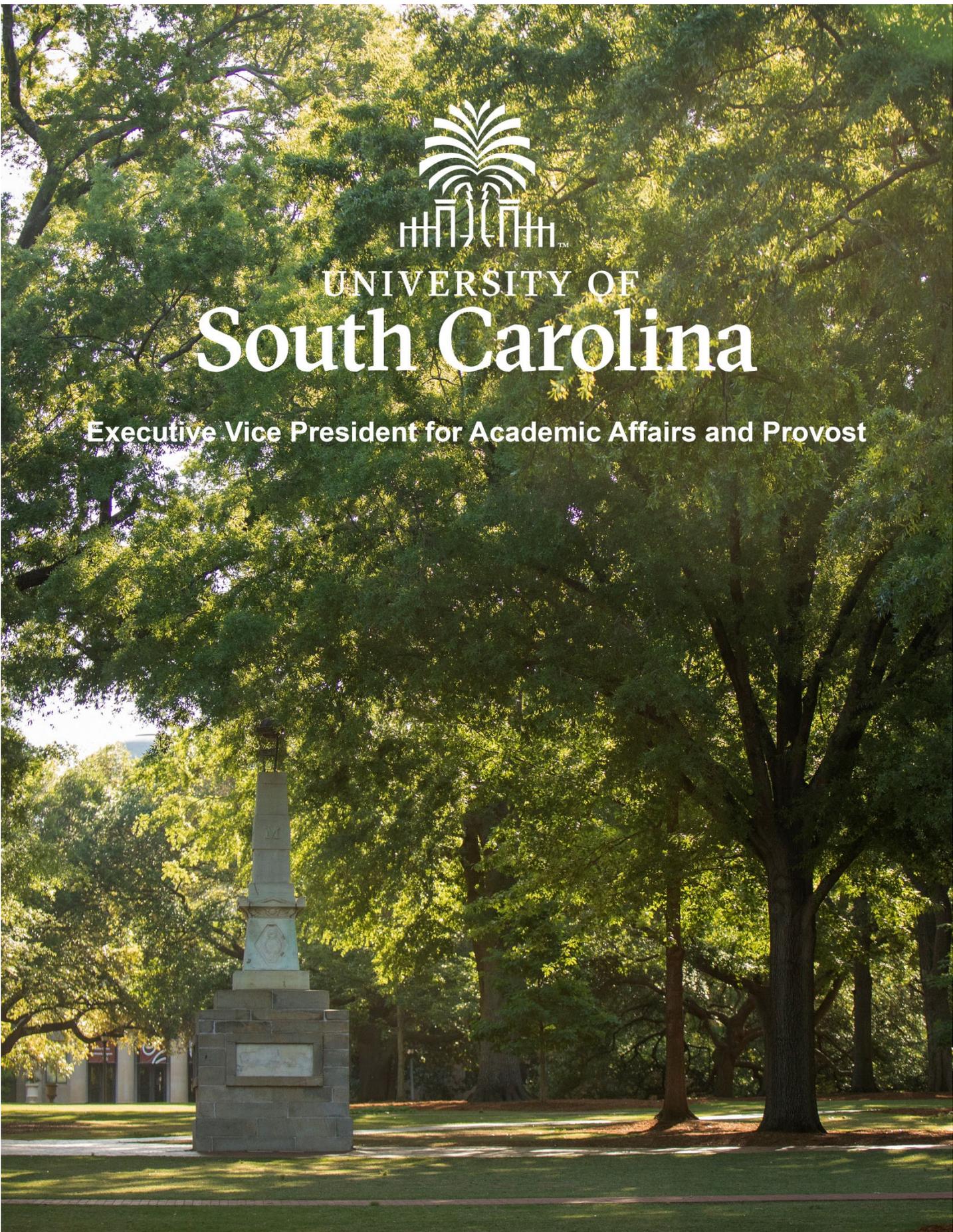




UNIVERSITY OF
South Carolina

Executive Vice President for Academic Affairs and Provost



THE OPPORTUNITY

The University of South Carolina (UofSC) announces a nationwide search for a distinguished scholar and accomplished administrator to serve as the next Executive Vice President for Academic Affairs and Provost. The successful candidate will replace Joan T.A. Gabel, J.D., who was selected as the new President of the University of Minnesota.

This is an exceptional academic leadership opportunity at one of the nation's most respected and largest state comprehensive flagship universities. Reporting to and working in collaboration with President Robert Caslen, the next Provost will bring a demonstrated ability to lead and manage a complex academic organization. The selected individual will possess an outstanding record as a scholar and educator who merits tenure at the rank of full professor at the University.

The Executive Vice President for Academic Affairs and Provost is the chief academic officer of South Carolina and second ranking officer of the University, acting for President Caslen in his absence. The Provost administers the budgets of all academic units and oversees academic policies and priorities. S/he oversees the schools and colleges of the UofSC Columbia campus. The Provost is charged with overall leadership of academic affairs of the University, including curriculum development and establishment of academic standards in the schools and colleges.

Desired attributes of candidates include: a collegial and consultative management style, the ability to communicate a vision and translate ideas into action, financial acumen and exceptional interpersonal skills. The Provost is expected to be a champion of teaching, research and service, with the ability to lead the University in sustaining and enhancing its academic reputation.

Founded in 1801, South Carolina is the flagship institution of the University of South Carolina System and offers more than 350 programs of study, leading to bachelor's, master's, and doctoral degrees from 14 degree-granting colleges and schools. Currently, South Carolina has a total enrollment of approximately 50,000 students, with nearly 35,000 on the main Columbia campus, making it the largest university in the Carolinas. Its main campus in downtown Columbia has been categorized by the Carnegie Classification of Institutions of Higher Education as an R1 doctoral University of "Very High Research Activity."

THE UNIVERSITY OF SOUTH CAROLINA

The University of South Carolina has been preparing the nation's future leaders and improving people's lives for more than 200 years. The university works hard to ensure high-quality, accessible and flexible learning and research opportunities for South Carolinians, while maintaining far-reaching influence as it educates students from all 50 states and more than 100 countries. Programs that are among the best in the world range from cutting-edge research to athletics.

Over the past decade the University of South Carolina has experienced remarkable growth and positive change.

The UofSC Columbia's first-year classes have grown while posting the highest average SAT scores in university history — an unusual accomplishment. The Honors College has been named the top public honors college in the nation, and, as Carnegie top-tier research university, South Carolina is also home to No. 1 ranked programs in international business and exercise sciences as well as 47 other nationally high-ranked programs in public health; nursing; the sciences and engineering; and hospitality, retail and sport management. In addition, South Carolina is one of only 40 public universities and the only one in the state to earn the Carnegie Foundation's top-tier designations in research activity and community engagement.

Total enrollment at the Columbia campus for undergraduate and graduate students is nearly 35,000 with plans to help meet the future economic demands of the state, anticipating both South Carolina's forecasted decline in the number of high-school graduates, along with the projected shortfall in the supply of college graduates.

Students can choose from more than 350 degree programs, and the student body is constantly reaching new heights. In the past 20 years, South Carolina students have earned more than \$17.8 million in Fulbright Fellowships and prestigious national scholarships such as: the Goldwater, Truman, Rhodes and NSF.

The university's faculty garnered more than \$258 million in federal, state and private funding for research, outreach and training programs in FY2018. In the past three years, South Carolina has hired more than 200 new tenure-track faculty members, helping to lower our student/faculty ratio while still maintaining high standards.

Historic campus, state-of-the-art design

Chartered in 1801, South Carolina began classes in 1805 with nine students and a single building, Rutledge College. As the campus grew and buildings were added during the next 50 years, a horseshoe-shaped layout was adopted. Today, the Horseshoe is on the National Register of Historic Places, with 10 of its 11 buildings dating to the 19th century.

More recent buildings, like the Center for Health and Well-Being, the Strom Thurmond Wellness and Fitness Center, the Arnold School of Public Health Research Center, the Horizon Engineering building, the Chemistry Teaching Laboratory and a new home for the university's law school, combine state-of-the-art design and functionality with a classic look that blends with the Horseshoe architecture. All newly built structures, including the recently completed Darla Moore School of Business designed by Rafael Viñoly, are built with sustainability in mind. The UofSC has also been named a Tree Campus USA by the Arbor Day Foundation and a Bicycle Friendly University by the League of American Bicyclists.

Approximately 530,000 gross square footage of additional academic space is being renovated to allow South Carolina to meet the needs of a larger undergraduate student body. Repurposed and renovated space in the

former business school complex and law school building has significantly increased the number of undergraduate classrooms by approximately 50 individual rooms along with four floors of additional instructional laboratories for chemistry.

In addition, the South Carolina will continue improvements to existing facilities; enhance transportation and parking infrastructure; and, develop additional on-campus housing and recreational facilities to accommodate a vibrant University community through 2025 and beyond.

A global research leader

Through its research, scholarship, outreach and service initiatives, South Carolina contributes to the greater good of its community, state and beyond. University researchers are working toward breakthroughs that will help solve some of humanity's biggest challenges.

The University of South Carolina has forged a number of collaborations in research. The Center for Applied Innovation is a realization of South Carolina's vision to leverage public/private partnerships to provide opportunities for students, graduates and researchers while advancing delivery of higher education. Experts from the university and industry leaders work together to create systems to better serve higher education institutions nationwide and provide enhanced learning experiences for tomorrow's college students. The Center houses research and application services with emphasis in data analytics and the higher education industry; tailored IT curriculums; advanced analytic techniques for personalized learning; and, will ultimately become an international center of competency for higher education industry IT solutions.

South Carolina is also a national leader in public health research, particularly in the fields of health disparities, obesity prevention, nanoenvironmental research, bioterrorism preparedness and biomedical sciences. With two medical campuses, the recently formed Palmetto Health-USC Medical Group and active leadership in Health Sciences South Carolina, the university is seeking new ways to deliver health care to communities across South Carolina and rural areas throughout the country with advancements in telehealth, portable ultrasound technology and individualized medicine. UofSC's Center for Inflammation is exploring a broad range of diseases like cancer and diabetes that are rooted in inflammation.

The Nuclear Science and Energy Center of Economic Excellence is working on the next generation of nuclear energy systems. The McNair Center is shaping the future of flight by developing advanced materials for use in the aerospace industry. And in conjunction with IBM, researchers at the College of Engineering and Computing are improving the reliability and safety of aircraft through predictive analytics at the Conditions Based Maintenance Center. Scientists in the College of Arts and Sciences are making new polymeric materials for energy and other applications, developing new electron imaging techniques using the only aberration-corrected microscope in the state and exploring the environmental impacts of climate change.

South Carolina's ambitious Rule of Law Collaborative draws on the expertise of more than 50 faculty members working to make the world more just.

History of innovation in higher education

Since the 1970s, South Carolina has been an innovative force in improving the undergraduate experience, pioneering programs such as University 101, which has served as a national model for 40 years. University 101 helps students make the transition to university life, introducing them to academic resources and campus facilities while addressing areas such as time management, communication, research skills and critical thinking. In 2010, the UofSC was ranked first in the nation for first-year student experience by U.S. News &

World Report. Additionally, South Carolina shares our expertise with universities around the world through its National Resource Center for the First-Year Experience and Students in Transition.

Newer programs are keeping the university at the forefront of higher education innovation, ensuring that a college degree can be accessible, affordable and flexible for aspiring students in the years to come. Palmetto College builds on the resources of our regional and comprehensive campuses to increase access to higher education across the state and now offers fourteen degree-completion programs online. 'On Your Time' saves students time and money by offering a year-round academic calendar for motivated scholars to graduate sooner or engage in internships, co-ops and study abroad opportunities. The Gamecock Guarantee provides low-income, first-generation college students with academic support to ensure success as well as a tuition-free degree. The Gamecock Gateway prepares hundreds of students for future accomplishments by starting their path to South Carolina at Midlands Technical College while living on the Columbia campus. And USC Connect integrates traditional instruction with beyond-the-classroom learning experiences by assisting our students as they improve their skills through extracurricular activities in research, global engagement, community service and peer leadership. That professional development, in conjunction with the newly revamped Carolina Core, Graduation with Leadership Distinction and a university-reviewed e-portfolio, gives South Carolina students a competitive advantage as they prepare to enter the workforce.

Now more than ever, the University of South Carolina cultivates successful leaders, new generations of bold thinkers and committed problem solvers. South Carolina is driven to build healthier, more educated communities, inspiring a better way of life for all.

Columbia South Carolina

Columbia is the capital of South Carolina and there are over 100,000 residents. This means that even though it is one of the largest cities in the state, it is still easy to manage. Our university is in the Midlands of South Carolina and is teeming with fun activities, great places to stay and much more. Visit [Explore Columbia](#) to find out more.

Academic Deans Reporting to this Position

College of Arts and Sciences - Lacy K. Ford, Dean

Moore School of Business - Peter Brews, Dean

College of Education - Jon Pedersen, Dean

College of Engineering and Computing - Hossein Haj-Hariri, Dean

Graduate School - Cheryl L. Addy, Dean

College of Hospitality, Retail and Sport Management - Haemoon Oh, Dean

School of Law - Robert Wilcox, Dean

College of Information and Communications - Tom Reichert, Dean

School of Music - Andrew Gowan, Interim Dean

School of Medicine - Les Hall, Executive Dean

School of Medicine Greenville - Marjorie Jenkins, Dean

College of Nursing - Jeannette Andrews, Dean

College of Pharmacy - Stephen Cutler, Executive Dean and Dean

Norman J. Arnold School of Public Health - G. Thomas Chandler, Dean

College of Social Work - Sarah Gehlert, Dean

South Carolina Honors College - Steven Lynn, Dean

University Libraries - Tom McNally, Dean

Meet our President

Bob Caslen, the University of South Carolina's 29th president, is a retired Army lieutenant general and former superintendent and president of the U.S. Military Academy at West Point.

"I am at South Carolina because of my love of the next generation of men and women who are going to be the leaders and contributors in service to their communities," Caslen says. "I want to give back to this next generation."

During his time at West Point, the academy was recognized as the nation's No. 1 public college by U.S. News and World Report and Forbes magazine. After retiring from the Army in 2018, Caslen became the senior counsel to the president at the University of Central Florida and served as interim chief financial officer.

Caslen grew up in Vermont, where he worked in his family's ski lodge business and was on the high school ski and football teams. From there, he was recruited to play football at West Point. Along with his bachelor's degree from West Point, Caslen holds an MBA in finance from Long Island University and a master's in industrial engineering from Kansas State University. He and his wife, Shelly, have been married for 42 years and have three sons and four grandchildren.

SACSCOC Continuous Compliance

The University of South Carolina Columbia is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate, baccalaureate, master's, and doctoral degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of the University of South Carolina Columbia.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) is the recognized regional accrediting body in the 11 U.S. Southern states (Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas and Virginia) and in Latin America for those institutions of higher education that award associate, baccalaureate, master's or doctoral degrees. To maintain accreditation with the Commission on Colleges, an institution must comply with the standards and requirements in *The Principles of Accreditation: Foundations for Quality Enhancement* and with the policies and procedures of the Commission on Colleges.

The Southern Association of Colleges and Schools Commission on Colleges is one of only a few accrediting commissions that conducts a comprehensive review of its institutions every ten years. Most accrediting agencies conduct such reviews every 5 to 7 years. The U.S. Department of Education requires accrediting agencies that it recognizes to monitor its institutions more often to ensure that institutions having access to federal funds continue to meet accreditation standards. To that end, the Commission has developed a Fifth-Year Interim Report. The University of South Carolina Columbia submitted a fifth-year interim report in 2017.

The Commission reaffirms the accreditation of an institution as a totality. This accreditation extends beyond the parent campus to include all centers, branches, campuses, or other sites at which postsecondary degree or non-degree work is offered as well as all work offered through distance learning and correspondence education. The institution must include the review of all its operations in its Compliance Certification and the Commission will review them during the institution's reaffirmation. The University of South Carolina Columbia will be reviewed by SACSCOC for reaffirmation of accreditation in 2021.

THE POSITION

The Executive Vice President for Academic Affairs and Provost is the chief academic officer of the university and second-ranking official, acting for President Caslen in his absence. The Executive Vice President for Academic Affairs and Provost oversees 16 schools and colleges on the UofSC Columbia campus and is charged with the overall leadership of academic affairs of the university, including curriculum development, program assessment, establishment of academic standards in the schools and colleges, and university accreditation. The Executive Vice President for Academic Affairs and Provost will have supervisory responsibility for three vice provosts and one senior associate provost and works closely with the president's executive team to set and accomplish the strategic priorities for the institution.

PRIMARY RESPONSIBILITIES

- Leads the formulation and implementation of system-wide academic affairs policy relating to faculty hiring, retention, tenure, promotion, and development. Provides advice on important academic policy relating to faculty.
- Ensures that the institution provides qualified faculty and appropriate academic support services that carry out the mission of the University.
- Oversees the strategic academic policies and priorities for the University. Oversees South Carolina's graduate and undergraduate academic programs as well as curriculum development, program assessment and University accreditation.
- Oversees the budgetary resources for all UofSC Columbia academic units and academic support areas and manages the strategic planning processes for those units. Plans, develops and manages an effective budget for the academic divisions.
- Provides advice on broader University budgetary issues to the President and various stakeholders.
- Supports the advancement of the University's competitive research globally through promoting and enabling research innovation and excellence for faculty.
- Collaborates with Palmetto College to ensure quality online learning, general education and completion of bachelor's degrees through convenient and accessible programs both at the Palmetto College campuses and online.
- Leads the USC Press, the Office of Institutional Research, Assessment and Analytics, the Office of Academic Programs and Global Carolina.
- Fosters communication and collaboration on academic matters among the faculty and South Carolina campuses including awareness of trends in higher education.
- Serves as a local, regional and national spokesperson on behalf of the University in support of higher education and research.

MINIMUM QUALIFICATIONS

- An earned doctorate or terminal degree in the respective discipline with a distinguished academic record that merits appointment with tenure at the rank of full professor at South Carolina.
- A proven track record of effective strategic and operational leadership in a large academic setting.
- Demonstrated financial acumen as it relates to sustainable operating budgets, revenue and future financial models to assure the University's mission and continued high standing.
- A record of sound decision making, including the ability to balance short and long-term goals and make difficult decisions that reflect the highest ethical standards.
- Demonstrated commitment to building and sustaining an inclusive and diverse community.

KNOWLEDGE, SKILLS AND ABILITIES

- Ability to create and sustain distinguished and innovative academic programs in collaboration with colleagues both within disciplines and across disciplinary lines.
- A collaborative management style; considers multiple perspectives to make effective decisions and instills shared commitment to goals.
- Ability to build strong relationships with key internal audiences characterized by mutual trust and respect.
- Excellent communication and listening skills.
- A strong commitment to personal integrity and institutional values and ethics.
- Ability to develop quickly an understanding of disciplines other than the Provost's own.

PREFERRED QUALIFICATIONS

- Seven years of administrative leadership experience in an academic setting.

FINANCIAL ACCOUNTABILITY

The University of South Carolina has a current annual budget in excess of \$1.2 billion.

HR ACCOUNTABILITY

The provost supervises one senior vice provost, three vice provosts, and 16 deans. The provost has supervisory responsibility for approximately 30 other professional and administrative staff and works closely with the leadership of the president's executive team and the academic leadership of the university.

REPORTING STRUCTURE:

This position reports to the President of the University of South Carolina.

TOWARD THE FUTURE—STRATEGIC PRIORITIES FOR THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST

VALUING THE DISTINCTIVE MISSION OF THE UNIVERSITY OF SOUTH CAROLINA

The provost, under the direction of the president and with the vice presidents and deans, will champion the importance and value of a flagship research institution with “Very High Research Activity” to the state of South Carolina. S/he must nurture an effective and diverse community of faculty, staff and students and value outreach to the state.

ADVANCING ACADEMIC VISION AND MISSION

The University of South Carolina continues to develop its status as a world-class institution with cross- and multi-disciplinary academic and research programs led by a collaborative team of highly respected faculty. The provost, in concert with the president's vision, will have the opportunity to shape a distinctive model for higher education. The faculty are committed to maintaining a student-centered, intellectually stimulating curriculum, focusing on preparing graduates to be well-rounded world citizens and successful professionals. Accordingly, the provost must have the higher education experience and insight to provide passionate leadership and advocacy for South Carolina as it pursues its core mission of academic excellence. S/he will need to prioritize and manage expectations within a challenging fiscal climate and must also sustain progress through academic and research partnerships.

FOSTERING STUDENT SUCCESS AND INVOLVEMENT

The students of the University of South Carolina are the centerpiece of its mission. In close collaboration with the Vice President for Student Affairs and Vice Provost for Academic Support and other campus professionals, the provost must foster an environment that cultivates student success both in and outside of the classroom. The provost must be committed to providing all students—undergraduate and graduate—with an exceptional educational experience.

ADVANCING A COMMITMENT TO RESEARCH AND CREATIVE ACTIVITY

As a research university, the University of South Carolina is a place of discovery committed to the generation of new knowledge and related creative endeavors. Such activities are the underpinnings of academic excellence, enrich society and contribute to the economic vitality of the state, region, and nation. The provost must have a proven record and clear understanding of research and creative excellence, as well as research development. Moreover, he or she must understand the needs of a complex research university and the relationship of high-quality graduate programs to research and creative activity. Working with the president, vice president for research, and campus community to develop and implement a research vision, the provost must expand research infrastructure and augment the overall research enterprise of the university to enhance its Carnegie Classification of Institutions of Higher Education: Doctoral Universities: Very High Research Activity.

VALUING A VIBRANT AND DIVERSE FACULTY, ADMINISTRATION, AND STAFF

The provost will work with the vice presidents, deans and department chairs to recruit and retain a diverse and exemplary faculty. As well, s/he will encourage an effective governance model consistent with the institution's mission and future direction. The provost will advocate for and demonstrably promote university goals for diversity and inclusion, and will continue to recruit and retain an enthusiastic, diverse and skilled team of academic leaders who will effectively contribute to and enhance the overall mission of the South Carolina.

TURNING IDEAS INTO ACTION

South Carolina must respond thoughtfully to the challenges of changing state demographics, shifts in the professional market in all of its academic programs, changes in technology and the constantly evolving needs of its students, both undergraduate and graduate, as well as those served through outreach activities throughout the state. The provost must work with faculty, staff, senior academic administrators, University of South Carolina System colleagues and alumni as well as the local community to help map and assess strategic and action plans to ensure the South Carolina reaches its full potential.

FOSTERING TRANSPARENCY

The provost must commit to an environment of transparency, which should increasingly involve faculty, staff and students as partners in decision-making processes as they help to set and meet the highest standards. The provost will be an enthusiastic spokesperson for the university and the president's vision with internal and external constituencies while continually advancing South Carolina's mission and its innovative academic and research programs.

PLANNING FOR CAMPUS FACILITIES

To create safe and productive scholarly environments, the provost will work with campus colleagues to ensure strategic facilities planning and support. The development of facilities using efficient, proven, innovative, and environmentally sound technologies will ensure that campus facilities continue to nurture the growth of the university in the future.

ADVANCING THE UNIVERSITY OF SOUTH CAROLINA SYSTEM'S ACADEMIC AFFAIRS MISSION

The Provost will lead the formulation and implementation of system-wide academic affairs policy relating to faculty hiring, retention, tenure, promotion, and development.

NURTURING RELATIONSHIPS AND ENTREPRENEURSHIP

Reflecting the president's vision, the provost will work with the vice presidents and other administrators to enhance South Carolina's standing among the varied constituencies it serves. This includes participating on national, state and local boards; developing alliances with local and regional service organizations and local and state businesses; and fostering positive relations with foundations, granting agencies, university alumni, and both state and national legislative representatives.

STRENGTHENING GRANTS AND PHILANTHROPIC DEVELOPMENT

The provost will collaborate with the president and the university's development team to build a robust framework to support academic initiatives. This will involve planning with faculty, senior administrators, staff, alumni and other partners to establish fundraising priorities, identify potential grants, friends and donors, and encouragement their engagement and support of South Carolina's initiatives and programs.

BUILDING A BRIGHT FUTURE FOR THE UNIVERSITY OF SOUTH CAROLINA

To be successful at the University of South Carolina and with broader statewide constituencies, it is vitally important that the provost be an ethical, compassionate, creative, communicative, and energetic leader who can join forces with all constituencies, internal and external, to lead the academic and scholarly activities of the South Carolina toward their full potential. Personal integrity and a collegial style are critically important to success of the University of South Carolina.

APPLICATION AND NOMINATION PROCESS

The position is available with a negotiated start date in summer 2020 (*preferred start date is July 1, 2020*). Befitting the importance of a search for an academic executive at this level, the University of South Carolina has retained **AGB Search** to assist in the recruitment of the school's next leader.

Roderick J. McDavis (rod.mcdavis@agbsearch.com), Sally K. Mason (sally.mason@agbsearch.com), Garry W. Owens (garry.owens@agbsearch.com), and Kimberly S. Templeton (kimberly.templeton@agbsearch.com)—all representing AGB Search—will be assisting the University of South Carolina Executive Vice President for Academic Affairs and Provost Search Committee. Prospective nominators or potential candidates are encouraged to contact Dr. McDavis, Dr. Mason, Dr. Owens, or Ms. Templeton directly by email *prior to* submitting materials.

Application materials must be submitted electronically and should include: 1) a letter of interest that addresses *specifically* how the candidate's experiences and qualifications intersect with the University of South Carolina's qualifications and priorities as identified in the Leadership Profile; 2) a curriculum vitae (*please also list your personal email address and cell phone number*); and, 3) the names, addresses, telephone numbers, and email addresses of five references for future contact — please also include your professional relationship with each reference listed. No references will be contacted without prior permission granted by the candidate. All candidate names will remain confidential until campus finalists are announced. Application and nomination materials should be submitted electronically by the target date of **December 31, 2019** to: **UofSCProvost@agbsearch.com**.

The University of South Carolina is an Affirmative Action/Equal Opportunity Institution. Women and minorities are encouraged to apply.

AGB
SEARCH



South Carolina

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