

CLARION UNIVERSITY

CLARION, PENNSYLVANIA

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

Clarion University seeks an innovative, energetic and collaborative leader to assume the position of Provost and Vice President for Academic Affairs. The provost is the chief academic officer providing leadership to achieve the highest standards in teaching and learning, scholarship, and student success. Clarion University seeks an individual with vision and integrity who can work effectively with the president, faculty and staff in enhancing academic affairs at Clarion University. Although the start date is negotiable, the provost will be expected to begin service no later than July 1, 2017.

MISSION OF CLARION UNIVERSITY OF PENNSYLVANIA

Clarion University provides transformative, lifelong learning opportunities through innovative, nationally recognized programs delivered in inclusive, student-centered environments.

VISION OF CLARION UNIVERSITY OF PENNSYLVANIA

Clarion University will be a leader in high-impact educational practices that benefit students, employers, and community partners.



CLARION UNIVERSITY/CLARION, PENNSYLVANIA AREA



Founded in 1867, Clarion University, one of the 14 universities that make up the Pennsylvania State System of Higher Education (PASSHE), specializes in preparing students for professional careers in fields such as education, business, health and human services, and arts and science. Enrolling more than 5,200 students from 44 states and 22 countries, Clarion offers more than 100 academic programs and leads PASSHE in the number of degree programs accredited nationally.

Located in western Pennsylvania, Clarion Borough has more than 6,000 residents living in a community that includes a historic main street, specialty shops, restaurants, a mall with a state-of-the-art movie theater, and a hospital. Recognized as the “Autumn Leaf Capital of the World,” Clarion is regarded as one of the top outdoor recreational areas in Pennsylvania. With a backdrop of rolling wooded hills, the Clarion community offers canoeing, horseback riding, camping and, for those who love winter activities, 12 miles of snowmobile trails, ice skating and cross-country ski trails in Cook Forest State Park. For more information: <http://www.clarion.edu/about-clarion/community/index.html>

Clarion is ideally situated between Erie, Pittsburgh, and Youngstown, less than two hours from each of these metropolitan areas.

Clarion also has Venango College in nearby Oil City, PA and offers programs at West Penn Hospital in Pittsburgh. Additionally, Clarion has been recognized by PASSHE as a leader in distance education.

For more detailed information about Clarion University, please visit <http://www.clarion.edu/>

PENNSYLVANIA STATE SYSTEM OF HIGHER EDUCATION (PASSHE)

Clarion University is a member of the Pennsylvania State System of Higher Education (PASSHE). The presidents of the fourteen universities that comprise the State System report to the Chancellor of the Pennsylvania State System of Higher Education (PASSHE), Frank Brogan. PASSHE’s governing body is the Board of Governors, and is composed of twenty members, including the Governor, the Secretary of Education, eleven members appointed by the Governor, three students appointed by the Governor and four legislators appointed by the leaders of the majority and minority caucuses in each house. The Board of Governors appoints campus presidents, upon the recommendation of the Council of Trustees and the Chancellor. Its other responsibilities include the approval of academic programs, general policies for admission of students, approval of capital and operating budgets, establishment of general personnel policies and approval of all labor contracts, and setting tuition fees.

Clarion, like all campuses in PASSHE, has a Council of Trustees, composed of eleven members appointed by the Governor of the Commonwealth of Pennsylvania and with the advice and consent of the Senate. The Council, which meets five times a year, has an advisory role that includes financial oversight, approval of academic programs, and evaluation of presidents. In addition, the Trustees conduct annual facilities inspections and make maintenance and construction recommendations to the Board of Governors.

For information please visit: <http://www.passhe.edu/Pages/default.aspx>

ACADEMIC MISSION STATEMENT

The Clarion University academic community promotes teaching, learning, and scholarship in a comprehensive liberal arts and professional environment in order to build the skills, knowledge, and dispositions necessary to elevate the life satisfaction of its students.

ACADEMIC VISION STATEMENT

The Clarion University academic community will intentionally develop the blend of liberal arts and professional programs and degrees, with an emphasis upon high impact practices, to become an institution of “academic best fit” for prospective students from diverse backgrounds and interests.

ACADEMIC STRATEGIC PLAN: 2015-2020

CORE VALUES

In addition to our commitment to Clarion University’s mission, vision, and core values, the academic community acknowledges that our central task is to educate students. To that end, the academic community embraces the following values:

- **INTEGRITY:** Adherence to the highest ethical standards in all our professional obligations and personal responsibilities.
- **ACADEMIC EXCELLENCE:** Commitment to a dynamic scholarly, creative, and professional intellectual community, strong academic programs, and a faculty engaged in a combination of teaching, research, and service that enrich our students’ education.
- **LIBERAL ARTS:** Dedication to a liberal arts education that encourages intellectual curiosity; fosters the ability to think creatively and analyze, synthesize, apply and communicate knowledge; and, creates a basis for professional development in all disciplines.
- **RESPECT FOR THE INDIVIDUAL STUDENT:** Devotion to the intellectual, ethical and social development of each student.
- **DIVERSITY:** Commitment to a globally-oriented and diverse academic community.
- **COMMUNITY:** Commitment to compassion, mutual trust, respect, civility, collegial shared governance, teamwork, and the general welfare of the institution and the individual.

GOALS AND OUTCOMES

GOAL 1: The Clarion University academic community will develop innovative curricular programs and classroom experiences that embody high impact practices.

- Develop a multicultural competency required of all university students
- Globalize the curriculum
- Complete the infusion of LEAP (Liberal Education, America’s Promise) model into the curriculum
- Grow experiential learning opportunities
- Grow high-need programs (e.g., STEM, health professions) that benefit the commonwealth

- Develop more interdisciplinary majors and minors through interdepartmental and inter-college collaboration (including partnerships with other institutions)

GOAL 2: The Clarion University academic community will assist in creating a comprehensive student experience, including co-curricular and extracurricular opportunities for personal and professional development.

- Increase intentional intersection between academic curriculum and student affairs programming, to include the adoption of a co-curricular transcript
- Implement a general education model that encourages academic preparation as well as life development
- Broaden faculty investment in the complete student experience beyond the classroom
- Coordinate with other university divisions to improve multicultural awareness of our students

GOAL 3: The Clarion University academic community will equip students with the skills, knowledge, and dispositions to seek career opportunities and lead successful lives from enrollment through graduation and beyond.

- Incorporate a system of credentials and degrees that allows for the flexibility of students of varying ability/preparation to step-in and -out of studies
- Develop tracks clearly designed for students who wish to pursue advanced degrees within their discipline
- Adopt best technology practices for education in a rural setting
- Increase student retention and completion rates at all credential levels
- Develop/shape a comprehensive enrollment plan linked specifically to the mission of the university and regional needs/assets (going beyond numbers and addressing quality/preparation)
- Enhance the student advising structure to incorporate a comprehensive approach that adopts best practices for multiple modalities of learning

GOAL 4: The Clarion University academic community will develop educational opportunities that address the demands and capitalize on the resources of the region.

- Define the university's future role as a leading health education provider
- Develop programs in eco-tourism
- Develop programs in the field of energy studies and sustainability
- Provide students the skills-based credentials (i.e., applied professional studies) desired by employers in the region
- Become a cultural center for the arts and humanities



STUDENTS

More than 5,224 students (65% female, 35% male) from 44 states and 22 countries attended classes on the Clarion University campuses, including virtual (fall 2016 data). Of that total, the undergraduate population was 4,330 (83%) and 894 (17%) were graduate students, with nearly 90% of Clarion students residing in the Commonwealth of Pennsylvania. Students of color constituted 9% of the population with approximately 1% international students. Clarion University students are able to participate in over 130 clubs and organizations, including 3 fraternities and 5 sororities. More than \$17.8 million in scholarships and aid were awarded in 2014-15. During that period, over 91% of Clarion's students received some form of financial aid.



FACULTY

Clarion University has 257 faculty members. Administration and staff constitute another 361 individuals. The average class size is 18 students and all classes are taught by either full-time or part-time faculty members, rather than teaching assistants or graduate students.

The Clarion University Faculty Senate is primarily an advisory board to the President. Standing Senate committees advise the President on matters relating to administrative hires, faculty affairs, student affairs, institutional resources, academic standards, and Venango College. Faculty Senate also determines for all proposed curricular additions and changes whether they are to be recommended to the President for adoption at the university. Faculty Senate consists of 24 members elected for three-year terms on a rotating basis (eight new or re-elected members every spring). Membership includes representation from Venango College.

For more information: <http://www.clarion.edu/about-clarion/leadership/faculty-senate/index.html>

Additionally, the faculty at the Pennsylvania State System of Higher Education's universities are unionized and represented by the Association of Pennsylvania State College and University Faculties (APSCUF). The Clarion local Chapter of APSCUF is committed to working with campus administration to ensure a positive learning experience for all Clarion students. For information on the Association of Pennsylvania State College and University Faculties (APSCUF) please view the following: <http://www.apscuf.org>

UNIVERSITY LEADERSHIP



Clarion University of Pennsylvania welcomed **Dr. Karen M. Whitney** as its 16th president on July 1, 2010. Since assuming the presidency, Whitney has led the university to articulate a mission to provide transformative, lifelong learning opportunities through innovative, nationally recognized programs delivered in inclusive, student-centered environments. Whitney has a Ph.D. in Higher Education Administration from the University of Texas at Austin and a Master of Arts in Public Administration and Bachelor of Arts in Psychology from the University of Houston. She presents, teaches, researches and writes in the areas of higher education finance, administration, law, student development, and student facilities. President Whitney, her wife, Dr. Peggy Apple, a faculty member in Clarion's Department of Education, and their dog, Clare, enjoy being part of the Clarion Family.

To examine President Whitney's priorities for Clarion University, please view the following link: <http://www.clarion.edu/about-clarion/leadership/office-of-the-president/presidential-priorities.html>

ACADEMIC AFFAIRS

Clarion University is home to three unique colleges, creating dynamic relationships and synergy among similar programs.

The College of Arts, Education and Sciences (<http://www.clarion.edu/academics/colleges-and-schools/college-of-arts-education-and-sciences/index.html>) is the academic home to various highly regarded academic departments that comprise the traditional liberal arts, humanities, social sciences, and Clarion's well-respected School of Education.

The College of Business Administration and Information Sciences (<http://www.clarion.edu/academics/colleges-and-schools/college-of-business-administration-and-information-sciences/index.html>) is the academic home of the School of Information Sciences, comprised of the nationally recognized computer and library sciences programs, along with its various award winning and accredited College of Business programs.

Venango College, with a campus located in Oil City, PA is the academic home to the School of Health Sciences (<http://www.clarion.edu/academics/colleges-and-schools/venango-college/school-of-health-sciences/index.aspx>) which is comprised of various accredited health and human service programs, including Nursing and Medical Imaging. In addition, programs like Communication Sciences and Disorders, Rehabilitative Sciences, Applied Technology, and Criminal Justice are also housed here, and make up the core of the practitioner-based human services fields offered.

For the current Clarion University catalogs, please link to:

<http://www.clarion.edu/academics/catalog-and-class-schedules/index.html>

For additional information about Clarion University and its programs, please visit: www.clarion.edu



THE POSITION

The provost will promote faculty development, curricular program innovation, student academic success, as well as foster a positive and productive relationships among faculty and staff. The successful candidate will have earned a terminal degree in an academic discipline, granted by an accredited institution, and will have shown evidence of accomplishments, such as service as an academic department chairperson or an academic dean, requisite for a senior faculty appointment. In addition, s/he will possess a strong record of leadership as a faculty member, teacher, scholar, and administrator, have a deep knowledge of higher education trends, and possess engaging interpersonal and communication skills.

STRATEGIC PRIORITIES FOR THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

Clarion University is a strong institution with energetic senior leadership and highly engaged faculty and staff that is poised to move to greater excellence, performance, and recognition. In order to address its challenges and opportunities, the provost and vice president for academic affairs must lead several strategic priorities by providing:

- **Academic leadership and accreditation**

The provost will continue to underscore the *Clarion University Academic Strategic Plan* in an effort to support learning in all of its forms. Furthermore, s/he will need to work collaboratively with President Whitney to advocate at the state level for increased funding for Clarion's academic programs. The provost will be expected to provide leadership within the Clarion University community by: listening carefully; responding directly to issues of importance; advocating for deans, faculty, staff, and students; and, building a consultative, collaborative and timely decision making process. Direct reports to Provost include the following academic areas: Academic & Library Deans, Enrollment Management (including Student Financial Services), Computing Services, Registrar, International Studies, Honors Program, Grants, Student Success, Career Services & Professional Development, and Distance Education. Additionally, s/he will effectively monitor accreditation, especially through a strong relationship with the Middle States Commission on Higher Education and with the many program-specific accreditation affiliations at Clarion. A particular priority will be the Middle States' reaccreditation visit scheduled in fall 2017. In preparation for that visit, the university's self-study is being prepared currently. Finally, the provost will ensure that connections are made among Clarion's multiple campus environments.

- **Enrollment management for the present and future**

The most vital area facing the new provost and vice president for academic affairs will be to support enrollment management—in particular, enhancing the areas of recruiting, retention and graduation—as well as implementing an institutional 18-month enrollment plan. Clarion has witnessed an overall enrollment decline in recent years but now, due to strategic focus on regional needs, Clarion has positioned itself to successfully rebuild its enrollment. The provost will need to work collaboratively with academic and student affairs to assist in building enrollments and assuring student success in the upcoming years. Moreover, s/he will provide strong and clear strategic leadership regarding the approach used to advance the university's desired enrollment results.

- **Creativity and innovation**

The provost, along with deans, chairs and faculty colleagues, will be charged with assessing and implementing degree programs to meet emerging needs. The provost must be an encouraging and empowering leader, allowing the institution to respond to changes nimbly and effectively. Importantly, the provost should model a passion for teaching, learning, scholarship and service.

- **Advocacy and accountability**

Working collegially with the president, vice presidents, deans, chairs, faculty and staff, the provost will advocate for university's academic programs. In concert with the deans, the provost will be accountable for developing budget goals, including enrollment growth targets, carefully monitoring the budget, and communicating these goals to the university community. Likewise, s/he should encourage one's colleagues to be at the forefront of academic innovation and creativity. Budget goals, including enrollment growth targets, must be developed in concert with the deans and carefully monitored by all. Finally, s/he must have robust budget skills that have been tempered by experience with lean and declining budgets.

- **Shared governance and collective bargaining**

The provost will engage in best practices of shared governance, particularly in working with faculty and staff colleagues, including the statewide PASSHE/APSCUF Collective Bargaining Agreement and other staff-related union arrangements. S/he should show initiative in involving all necessary stakeholders early and often throughout the governance process.

- **Fostering student success and involvement**

The students of Clarion University create a vibrant environment on all of its campuses and online through their academic experiences, including classes and labs, rehearsals, undergraduate and graduate research, service learning/internships, creative activity and engagement in sports and student organizations. In close collaboration with deans, chairs, faculty and student affairs colleagues, the provost will foster an environment that cultivates student success, holistic development, and involvement in curricular, co-curricular and extracurricular activities.

- **Community and statewide engagement**

Together with the president, the provost will work with the entire campus community to enhance Clarion University's standing within Clarion borough, the region and Commonwealth of Pennsylvania. This may include participating on boards and service organizations; developing partnerships; fostering positive relations with foundations, granting agencies, university alumni and others to establish fundraising priorities; identifying potential grants, friends, and donors; and encouraging their engagement with and support of Clarion University's initiatives and programs.

- **A vibrant and diverse administration, faculty, staff and student body**

The provost will work with deans, chairs and faculty to promote overall excellence, and to recruit and retain a diverse and exemplary faculty, staff and student body. Moreover, the provost will integrate and demonstrably promote university goals and action plans for diversity and inclusion.

- **Contributions to the University's vision**

The provost's contribution to a shared vision for Clarion University's future will be formulated through her/his engagement with members of the President's Executive Council (PEC), deans, chairs, faculty, staff and students and, vitally, in a collegial relationship with President Whitney.

For more information on the Office of the Provost, please link to:

<http://www.clarion.edu/about-clarion/leadership/office-of-the-provost/index.aspx>

[Provost's Org Chart - http://www.clarion.edu/about-clarion/offices-and-administration/university-support-and-business/office-of-institutional-research/annual-fact-books/2015-2016/org-chart-academic-affairs.pdf](http://www.clarion.edu/about-clarion/offices-and-administration/university-support-and-business/office-of-institutional-research/annual-fact-books/2015-2016/org-chart-academic-affairs.pdf)

For more information regarding the organizational structure and various administrative offices of the university, please link to:

Fact Book site - <http://www.clarion.edu/about-clarion/offices-and-administration/university-support-and-business/office-of-institutional-research/annual-fact-books/2015-16-fact-book/index.html>

President's Organizational Chart - <http://www.clarion.edu/about-clarion/offices-and-administration/university-support-and-business/office-of-institutional-research/annual-fact-books/2015-2016/org-chart-president.pdf>

DESIRED LEADERSHIP CHARACTERISTICS

Clarion University's provost and vice president for academic affairs will possess a combination of professional experiences and personal qualities that respond well to the strategic priorities previously outlined. The successful candidate will demonstrate integrity, a lively intellectual curiosity, self-confidence balanced with humility, authenticity of character and a strong work ethic. Clarion University seeks in its provost:

- A sustained record of administrative accomplishment at the level of dean or above
- Experience with or highly developed knowledge of collective bargaining environments preferred
- Significant budget experience with transparency, particularly in situations of declining or static budgets
- Management skills that include a clear ability to develop and maintain affirming relationships with all colleagues
- Commitment to transparent communication with faculty, staff, and students

- Experience in leading academic planning, development and implementation of new program initiatives—both at undergraduate and graduate levels
- A commitment to Clarion University’s mission
- Tolerance for ambiguity and change in a quick-paced environment
- Ability to listen with understanding
- Experience with regional and program accreditation
- Contribution as a collaborative member of the President's Executive Council (PEC) to influence the overall enrichment of Clarion University
- Detail-oriented and data-driven
- Commitment to long term success and prosperity of the university
- A creative manner that kindles the innovative spirit of others
- Ability to foster teaching, scholarship, service and professional development of faculty in a learning- and student-centered environment
- Personable, kind, coupled with a sense of humor



NOMINATION AND APPLICATION PROCESS

Assisting with the search will be: Garry W. Owens, Ph.D., Senior Consultant, AGB Search, gwo@agbsearch.com, 806.239.3049 (mobile). Prospective candidates are encouraged to contact Dr. Owens by e-mail to arrange a phone conversation to discuss this opportunity.

The Clarion University Provost and VPAA Search Committee will be accepting nominations and evaluating application materials on a rolling basis throughout the fall, and will begin to narrow the pool in late October. Candidates should plan to submit materials by the target date of **October 28, 2016**. Application materials should include: 1) a letter of interest that addresses how the candidate’s experiences and qualifications intersect with the listed strategic priorities and desired leadership characteristics as identified in the position prospectus; 2) curriculum vitae; 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. All candidate names will remain confidential, except for those individuals invited to campus interviews. Application and nomination materials should be submitted electronically to: **ClarionProvost@agbsearch.com**.

Clarion University of Pennsylvania is committed to equal employment and equal educational opportunities for all individuals regardless of gender, gender identity, race or color, ethnicity, national origin or ancestry, age, mental or physical disability, religion or creed, genetic information, affectional or sexual orientation, veteran status, or other classifications that are protected under applicable law.

**MEMBERS OF THE CLARION UNIVERSITY PROVOST AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS SEARCH COMMITTEE**

Mr. Shawn Hoke (Committee Co-Chair)—Director, Center for Leadership and Involvement
 Dr. Paul Klenowski (Committee Co-Chair)—Assistant Professor & Director of Criminal Justice
 Dr. Yasser Ayad—Professor, Geology
 Dr. Matt Brigida—Associate Professor, Finance
 Mr. Leonard Cullo, Jr.—Vice President for Administration and Finance
 Dr. Brenda Dede—Associate Vice President for Academic Affairs
 Dr. Ellen Foster—Professor, English (Faculty Senate Vice Chair)
 Mr. Robert Levy— Assistant Professor and Chair of Department of Visual and Performing
 Arts; Assistant Dean for Arts Education and Sciences
 Dr. Miguel Olivas-Lujan—Professor, Management & Marketing
 Dr. Todd Pfannestiel—Interim Provost and Vice President for Academic Affairs
 Ms. Michelle Ritzler—Administrative Staff, Transfer, Adult and Graduate Admissions
 (AFSCME President)
 Ms. Ann Jamison—Executive Staff Assistant to the President

COURAGEOUS. *confident.* CLARION.

CLARION
UNIVERSITY

The logo for AGB SEARCH features a blue curved line above the text "AGB SEARCH" in a blue serif font.