SEARCH PROSPECTUS:

Provost and Vice President for Academic Affairs
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University</td>
<td>3</td>
</tr>
<tr>
<td>The Division of Academic Affairs</td>
<td>4</td>
</tr>
<tr>
<td>The Community</td>
<td>6</td>
</tr>
<tr>
<td>The Position: Provost and Vice President for Academic Affairs</td>
<td>7</td>
</tr>
<tr>
<td>Leadership Agenda</td>
<td></td>
</tr>
<tr>
<td>Scope of Responsibilities</td>
<td></td>
</tr>
<tr>
<td>Qualifications</td>
<td></td>
</tr>
<tr>
<td>Application and Nomination Process</td>
<td>11</td>
</tr>
</tbody>
</table>
The State University of New York at New Paltz (New Paltz), a selective and highly regarded, public, four-year university of almost 8,000 undergraduate and graduate students, invites inquiries, nominations, and applications for the position of Provost and Vice President for Academic Affairs (Provost). Reporting to President Donald Christian, the Provost is the chief academic officer of the University, responsible for the vision, strategic leadership, and operational management of the academic programs and personnel of the institution. The new Provost is to assume office in July 2020. New Paltz is located near the foothills of the beautiful Shawangunk Mountains in the scenic Hudson Valley, about 75 miles from metropolitan New York City and from the state capital of Albany.

THE UNIVERSITY

Founded in 1828, New Paltz (newpaltz.edu) was created as a school to teach the classics, then became a state normal school in 1885—offering courses to prepare graduates to teach in the New York public school system—and was formally incorporated into the State University of New York (SUNY) in 1948. It is one of 64 academic institutions that comprise the SUNY system (suny.edu).

Among New Paltz’s most prominent characteristics today are its strong and growing academic quality, its deep connections to the culture and economy of the mid-Hudson region, the comprehensiveness of its academic programs, and its diverse student population. The University aspires to offer the finest and most intellectually engaging undergraduate education in SUNY, as well as strategically selected and uniquely formatted graduate programs in areas of regional need, and to compete successfully for strong students with excellent public and private colleges and universities across the Northeast.

New Paltz is an exciting blend of tradition and vision. The faculty and campus community are dedicated to the construction of a vibrant intellectual/creative public forum which reflects and celebrates the diversity of our society and encourages and supports active participation in scholarly and artistic activity. A part of the University’s educational foundation is the belief in the importance of a liberal education; thus, the University offers undergraduate and graduate programs in the liberal arts and sciences which serve as a core for professional programs in the fine and performing arts, education, health care, business, and engineering. This conviction served as the guiding principle at the time the University was founded and continues to aid in the preparation of students for transition into the global community today.

New Paltz is selective in admitting students who show promise of thriving in a learning environment which is challenging, student-centered, and personalized. Driven in large measure by its popularity, New Paltz has been very successful in achieving its enrollment goals and dramatically raising its selectivity goals. The university currently enrolls approximately 6,692 undergraduate and 916 graduate students. While undergraduate enrollments are at near-full capacity given current infrastructure, the university is growing its graduate offerings. New Paltz has a strong commitment to diversity in its student population as well. Approximately 37% percent of undergraduate students identify as people of color.

New Paltz’s rising reputation has been acknowledged in college rankings publications. The US News & World Report ranked New Paltz 6th among the best public regional universities in the Northeast with both bachelor’s and master’s degree programs. New Paltz also ranked 28th among public and private regional universities in the Northeast with bachelor’s and master’s degree programs. Kiplinger and The US News & World Report have named New Paltz a “best value” in higher education.
The Division of Academic Affairs at New Paltz is extensive and has a strong academic and administrative impact across campus. A history of collaboration between Academic Affairs departments has created a healthy and productive culture that benefits students and staff alike.

Academic components of the division include: Graduate and Extended Learning, the Sojourner Truth Library, International programs, Honors Programs, the Samuel Dorsky Museum of Art, and of course, the five academic schools (Liberal Arts & Sciences, Business, Education, Fine & Performing Arts and Science & Engineering).

Other programs, initiatives, and academic support units housed in Academic Affairs include: Assessment and Strategic Planning, Administration and Budget, Faculty Development, and Research, Scholarship and Creative Activities.

The deans of the five schools report directly to and are supervised by the Provost. Others reporting directly to the Provost are the Associate Provost for Assessment and Strategic Planning, the Assistant Provost for Administration and Budget, the Assistant Vice President for Graduate and Extended Learning and Director of Faculty Services.

There are 351 full-time faculty, whose excellence in teaching and scholarship is a hallmark of the University, as exemplified by achievements such as recognition as a “Top Producer of Fulbright Scholars.” Of its faculty, 82 percent of tenure/tenure-track faculty hold terminal degrees, 52 percent are female, and 18 percent are faculty of color or other underrepresented groups. The student to faculty ratio is 16:1. There are 293 part-time faculty. Adjunct faculty teach less than 30% of courses, significant progress from the early 2000’s when part-time adjuncts taught more than half of course offerings. The Middle States Commission on Higher Education reaccredited the University in 2011 and the next site visit will be in 2020/21.

ACADEMICS

The College of Liberal Arts & Sciences (LA&S) is the largest and most diverse academic unit at SUNY New Paltz, with programs ranging from the traditional disciplines in the humanities and social sciences to more allied health and technical programs such as communication disorders and digital media production. Home to 17 departments and interdisciplinary programs, LA&S offers 21 undergraduate majors, 33 minors, 12 content fields and concentrations for elementary and secondary education, and six graduate programs. Many interdisciplinary programs and departments, including Asian Studies, Black Studies, Latin American and Caribbean Studies, and Women's, Gender, and Sexuality Studies, are housed here. Small class sizes allow students to collaborate with faculty in creative and research projects.

The School of Business earned AACSB accreditation in 2013 and reaccreditation in 2018, a recognition held by less than 5% of the world’s 13,000 business programs. Organized without separate departments, the School features academic majors in accounting, business analytics, finance, general business, international business, management (with entrepreneurship and sustainability tracks) and marketing (with food marketing track).
THE DIVISION OF ACADEMIC AFFAIRS (cont.)

The MBA program has two tracks, the general MBA track and the CPA-preparatory track; MBA students are both full time and part time, and courses are offered in both seated and on-line formats which provides an accelerated track for degree completion. Business student associations provide students with numerous leadership and educational opportunities in and out of the classroom including a highly engaged Business Advisory Council (BAC), comprising business professionals from the Hudson Valley and beyond.

The School of Education (SoE) currently enrolls 567 undergraduate students and 429 graduate students (as of Spring 2019) in baccalaureate degree-granting programs in Early Childhood/Childhood and Adolescence Education, master’s degrees in Childhood and Adolescence Education, Literacy, Special Education, and Humanistic/Multicultural Education, as well as a Certificate of Advanced Study in Educational Leadership. Graduates are well grounded in content, theoretical and historical perspectives, pedagogy, learning standards, and provided with ample opportunities for clinical practice. The Education Preparation Program is accredited by the Council for the Accreditation of Educator Preparation (CAEP) under legacy National Council for the Accreditation of Teacher Education (NCATE) through 2020. Like most institutions in the state of New York, SUNY New Paltz will transition to the Association for Advancing Quality in Educator Preparation (AAQEP) when its current cycle of accreditation concludes.

The School of Fine & Performing Arts (F&PA) is guided by a belief in the transformative power of arts. The School includes the departments of art, art history, music, and theatre arts, each offering multiple areas of concentration or specialty leading to B.S. or B.A. degrees, B.F.A and M.F.A. degrees in many studio arts fields, and master’s degrees in visual art education and music therapy. The Art Department’s metal program is the #1 ranked public program nationally, and the Theatre Art Department BA in Theatre is ranked 10th in the nation. The Samuel Dorsky Museum of Art is increasingly recognized as a leader and key partner with other Hudson Valley arts organizations working to develop a thriving regional, collaborative network dedicated to the arts. The proximity to New York City provides students with a wide range of artistic and educational opportunities including summer and academic year internships.

The School of Science and Engineering is composed of the departments of biology, chemistry, computer science, geology, mathematics, physics and astronomy, and engineering programs in electrical, computer, and mechanical engineering. The School also offers interdisciplinary programs in biochemistry and environmental geochemical science. Enrollment in STEM majors at New Paltz has grown by nearly 40% in the past decade; Science and Engineering is now the second-largest of the five academic schools. The University opened a new $48 million science building and a $13 million Engineering Innovation Hub, funded by $10 million of economic development funding from New York State.

Graduate & Extended Learning: The University offers more than 50 programs that meet regional and statewide needs for advanced education through the academic schools and the support of the Office of Graduate & Extended Learning. Such close connections to the local economy and local schools are an integral part of the New Paltz mission. The University is exploring new programs and modes of instructional delivery to renew and expand the advanced educational opportunities provided to the region.
Settled beneath the shoulder of the breathtaking Shawangunk Ridge, New Paltz shines as one of the jewels of Ulster County. From any direction, the drive is memorably beautiful. The Valley abounds with lush foliage in the spring and summer, followed by autumn’s rich color palette, and snow in the winter. The locale offers a variety of outdoor activities for visitors and residents, from swimming in glacial lakes, rock climbing, hiking, biking on the Wallkill Valley Rail Trail, and skiing, to sampling the seasonal bounty of New Paltz’s many farms, orchards, and wineries.

Along New Paltz’s many quiet tree-lined streets, stone houses built in the 17th and 18th centuries intermingle with sleek modern residences. The town features restaurants staffed by graduates of the nearby Culinary Institute of America, as well as quaint eateries, specialty shops, and professional office structures. Nestled at the center of the Hudson River Valley, New Paltz is close to myriad cultural attractions ranging from the contemporary sculpture gardens of the Storm King Art Center to the historic Vanderbilt Mansion and FDR Home and Presidential Library. National Geographic Traveler recently named the Hudson Valley one of the top 20 tourist destinations.

Beyond the enhanced quality of life afforded in New Paltz, ready access to Albany and New York City provides enhanced educational opportunities for students through clinical experiences, internships, and access to bountiful artistic, historic, and international resources. For additional information about the city, please visit newpaltzchamber.org or townofnewpaltz.org.
LEADERSHIP AGENDA
The Provost is the chief academic affairs officer of the University with responsibility for the planning, development, growth, and quality of all academic programs and related support functions. The responsibilities of the Provost include the articulation of an academic vision, leadership in academic strategic planning that supports the institutional strategic plan, the development and administration of academic budgets, and the advancement of excellence in teaching, scholarship, and service. Of the six vice presidents and one associate vice president who serve on Cabinet, the Provost is “first among equals,” assuming significant responsibility for institutional management and oversight.

The Provost has a significant role in multiple constituent groups on the campus, and join with the president and other senior administrators and faculty in institutional strategic planning and policy development. The Provost is a key member of internal and external groups, including labor-management committees, the College Council, and the system-wide chief academic officer’s group. The Provost is expected to offer counsel to SUNY System Administration on a range of academic matters.

New Paltz has developed the following agenda that will capitalize on decisive, creative, and insightful academic leadership:

Promoting a Strong Academic Program and Student Success
New Paltz seeks an experienced academic leader with a commitment to excellence, enthusiasm for innovation and diversity, and the ability to lead the faculty and other constituencies with confidence and a spirit of collaboration. An accomplished record of scholarship and proven communication skills will enable the Provost to engage in transparent leadership that fosters a sense of trust and respect from faculty, staff, administration, and students. They will engage in discussions about--and provide leadership for--a wide range of educational issues, including curriculum review and general education reform, broader incorporation of innovative pedagogy and best practices for teaching and learning, enhancement and support
of international programs, the development and context of online learning and distance education, articulation and achievement of the appropriate balance and integration among teaching, creative activity, research and scholarship, and service, as well as the promotion and support of interdisciplinary cooperation across schools and programs.

The Provost will lead new and creative ways to continue attracting, supporting, and retaining a diverse, high-quality faculty. The Provost will also provide the traditional bridge between faculty and other New Paltz constituencies, advocating for the centrality of the academic program while working to further integrate all campus divisions. The Provost will play a key role in advancing and refining services and opportunities for student learning, academic achievement, and timely degree completion. The University’s strategic goals include continuing to raise retention and graduation rates. To this end, the institution is developing tighter linkages between curricular and co-curricular experiences; expanding honors programming, student research, internships, and other “high-impact” educational programming; strengthening advising; improving course scheduling to better facilitate student academic progress; and promoting refinement and clarity of curricular requirements. The University is engaging in new efforts to increase individual and collective cultural competence, as part of the University’s efforts to recognize, respond to, and overcome challenges to the academic success of the most at-risk students; the Provost will be expected to provide voice and support for this work.

The Provost will provide the vision, leadership, and support to academic deans and their schools and departments to design and develop new programs and credentials required to meet market demand and to serve external populations not currently served by the institution. Such initiatives should include on-line, hybrid, and traditional modes of delivery as is appropriate to the program and the target audience.

Meeting Financial Challenges
Thanks to steady enrollments and a recent history of fiscal responsibility, New Paltz’s budgetary status is comparatively sound. Nevertheless, as economic realities impact all of higher education, the Provost will need the fiscal acumen to enable strong financial management and discipline across all areas of the University’s academic and administrative programs. As state resources continue to be constrained and aspirations are weighed against resources, the Provost will be asked to oversee reliable operating budgets, build strategic academic business models, identify new and existing resources for program and infrastructure investment, and lead a conversation about potential new revenue streams. The Provost will be expected to establish a respectful, mutually trustful relationship with the Vice President for administration and finance to appropriately support academic needs and priorities while recognizing the other financial demands of operating a complex institution. The Provost will have the opportunity to participate in and advance the University’s fund-raising, philanthropic, and alumni engagement goals that will help achieve a margin of excellence beyond that made possible by state support and tuition. This work may be undertaken
both directly – often through partnership with the president and the vice president for development and alumni relations - and indirectly by mentoring and encouraging deans, department chairs, and faculty in their roles in philanthropy and alumni connections.

Serving the Larger Institutional Goals
President Donald Christian is in his 10th year of engaged leadership at New Paltz. As a member of the president’s cabinet and in collaboration with the president, the Provost will identify and articulate the academic priorities that will define the future direction in which New Paltz wants to move and will lead and advance academic elements of the University’s strategic plan initiatives. Their voice must be pivotal in translating the strength of current offerings and the connections of an academic strategic plan to long-term institutional goals. Beyond that, the Provost will be instrumental in achieving consensus among other cabinet members and facilitating key partnerships between academic affairs and other units of the university, including student life, enrollment management, communication, and diversity and inclusion initiatives. The Provost’s ability to build relationships and connect people and programs will be a key factor in his or her success.

SCOPE OF RESPONSIBILITY:
The Provost fulfills a key role in university-wide matters, participates in system-wide academic initiatives and planning, and represents the university to appropriate external bodies. The Provost must maintain high academic standards in an era of budgetary restraint. The Provost performs other duties assigned by the President and assumes overall institutional responsibility when the President is unavailable.

Reporting to the Provost are the Dean of the College of Liberal Arts & Sciences, and the Deans of the Schools of Business, Education, Fine & Performing Arts, and Science & Engineering. Additional direct reports include the Dean of the Library, the Associate Provost for Strategic Planning and Assessment, the Assistant Vice President for Graduate and Extended Learning, and the Assistant Provost. Also reporting to the Provost are the Directors of several academic and academic support units and programs.
THE POSITION: PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS (cont.)

As a member of the President’s Cabinet, the Provost is the chief academic officer with primary responsibility for:

• Maintaining a rigorous and challenging curriculum;
• Encouraging excellence in faculty scholarship and creativity, consistent with a teacher-scholar model and supportive of the mission of a comprehensive university;
• Overseeing academic personnel decisions and resource allocation, including diversity in faculty recruitment and retention, as well as academic facilities planning;
• Promoting excellence and innovation in teaching;
• Providing strong and innovative collaborative leadership for equity, diversity, and inclusion initiatives within the academic realm of the university.
• Encouraging and guiding the development of new and innovative academic programs for which there is demand, including online and hybrid delivery of instruction.

QUALIFICATIONS:
The successful candidate for the Provost/VPAA position will hold an earned terminal degree and a progressive record of academic leadership experience in public or private higher education as a Provost, Dean, Academic Vice President, or other senior administrator. They must also demonstrate a distinguished record of teaching and scholarship appropriate for an appointment as a tenured Full Professor in one of the university’s academic departments.

The next Provost/VPAA will have a track record that demonstrates the following attributes and qualifications:

• Academic management and leadership, including experience in planning, decision-making, and fiscal management, keeping academic decisions and actions in balance with institutional interest, liability, and visibility;
• Ability to develop and convey an academic vision, along with the energy and ability to advance that vision;
• Understanding and appreciation of the mission and environment of a selective public, comprehensive university, including the values of high-quality undergraduate and graduate education and excellence in faculty scholarship and creative endeavors;
• Commitment to access and to setting, upholding, and advancing a healthy organizational culture that holds diversity, equity, and inclusion as core tenets;
• Experience leading or initiating inclusive, innovative curricular, pedagogical, and other academic programming;
• A growth mindset and successful experience in directing and managing change within an evolving academic landscape, especially in trends affecting higher public education;
• Ability to understand and advocate for the needs of academic and academic support units while collaborating with leaders across divisions and with diverse constituencies;
• Ability to be an engaged leader in a vibrant, open intellectual community, drawing on a sense of humor, political wisdom, self-reflection, excellent communication skills, and a commitment to effective communication;
• Collegial and transparent leadership that values shared faculty governance, combined with the ability to advance bold decisions and actions;
• Understanding of a collective bargaining environment and appreciation for public sector employment practices.
The search for Provost and Vice President for Academic Affairs at SUNY New Paltz is being assisted by Academic Search, Inc. Applications should consist of a substantive cover letter addressing the qualifications listed above, a curriculum vitae or resume, and a list of at least five professional references with full contact information and a note indicating the nature of your working relationship with each; references will not be contacted without the explicit permission of the candidate. Applications, nominations, and expressions of interest can be submitted in confidence to SUNYNPPROVOST@academicsearch.org.

The position is open until filled, but only applications received by January 19, 2020 can be assured full consideration. Confidential discussions about this opportunity may be arranged by contacting Dr. Wanda Bigham at wanda.bigham@academicsearch.org (334-425-6865) or Disa Mason at disa.mason@academicsearch.org (817-401-9257).

SUNY New Paltz recognizes the unique skills, perspective, talents, and passion that each employee contributes to its learning community. To work here is to accept an invitation to participate in the growth and development of all campus members – students, faculty, and staff. The university’s commitment to inclusive excellence is an important part of our mission of public education and our culture. New Paltz continues to work on building and maintaining a community that supports freedom, mutual respect, and civility for all. We seek others who support these values of diversity, equity, and inclusiveness. Candidates of all diverse backgrounds who wish to participate in our cultural aspirations are welcome and encouraged to apply. SUNY New Paltz is an AA/EOE/ADA employer.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting State University of New York at New Paltz in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit http://www.academicsearch.org/.

Committed to identifying and DEVELOPING LEADERSHIP by providing the highest level of search to our clients and assisting in ENRICHING THE PIPELINE of potential leaders in higher education.