SEARCH PROSPECTUS:

Provost of the University of the Incarnate Word

UNIVERSITY OF THE INCARNATE WORD
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search for the Next Provost</td>
<td>3</td>
</tr>
<tr>
<td>The University and its Mission</td>
<td>4</td>
</tr>
<tr>
<td>The President</td>
<td>6</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>8</td>
</tr>
<tr>
<td>Faculty</td>
<td>8</td>
</tr>
<tr>
<td>Students and Student Life</td>
<td>9</td>
</tr>
<tr>
<td>Leadership Agenda for the Next Provost</td>
<td>10</td>
</tr>
<tr>
<td>Application and Nomination Process</td>
<td>14</td>
</tr>
</tbody>
</table>
The University of the Incarnate Word (UIW), a comprehensive Catholic university located in San Antonio, Texas, invites inquiries, applications, and nominations for the position of Provost. Reporting directly to the President, the Provost is the chief academic officer of the University and oversees the integrity of all academic programs of the University. The Provost fosters a spirit of collaboration among all departments and the faculty in order to better achieve the Mission of the University and create an environment committed to student success and shared governance.

The new Provost is expected to assume office by summer of 2020.
THE UNIVERSITY AND ITS MISSION

In 1881, the Sisters of Charity of the Incarnate Word founded Incarnate Word College as a center of higher education for young women. The College was admitted to membership in the Association of Colleges and Secondary Schools in 1919 and joined the Texas Association of Colleges as a senior college in 1920. The Graduate Studies division was established in 1950. Male students were first admitted into undergraduate programs in 1970. Incarnate Word College became the University of the Incarnate Word in 1996. Today, UIW is the largest Catholic university in Texas with a total student enrollment of 10,382 (as of Fall 2019 Census, including global campuses) and is a Hispanic-Serving Institution under federal guidelines. UIW is No. 1 in the U.S. among all private, not-for-profit universities in the conferring of bachelor’s degrees to Hispanics, according to national enrollment data. The University’s total budget is $253,467,263 ($229,400,000 unrestricted and $24,067,263 restricted). The endowment as of August 31, 2019 was $145.5 million.

The University is committed to educational excellence in a context of faith in Jesus Christ, the Incarnate Word of God. Thus, through a liberal education, the University cultivates the development of the whole person and values of life-long learning. To that end, faculty and students support each other in the search for and communication of truth, thoughtful innovation, care of the environment, community service, and social justice.

UIW welcomes to its community persons of diverse backgrounds, in the belief that their respectful interaction advances the discovery of truth, mutual understanding, self-realization, and the common good. The University embraces individuals of all faiths and creeds.

The first Sisters of Charity of the Incarnate Word, three young French women motivated by the love of God and their recognition of God’s presence in each person, came to San Antonio in 1869 to minister to the sick and the poor. This year, the Sisters are celebrating the 150th anniversary of their arrival. Their spirit of Christian service is perpetuated in the University of the Incarnate Word primarily through teaching and scholarship, encompassing research and artistic expression. Inspired by Judeo-

Christian values, the Catholic Intellectual Tradition, and Catholic Social Teaching the University of the Incarnate Word aims to educate men and women who will become concerned and enlightened citizens within the global community.

San Antonio
San Antonio is the seventh-most populated city in the United States and the second-most populous city in the state of Texas, with a population of 1.5 million. It was the fastest growing of the top 10 largest cities in the United States from 2000 to 2010, and the second from 1990 to 2000. The city contains five 18th-century Spanish frontier missions, including The Alamo and San Antonio Missions National Historical Park, which have been designated by the United Nations as a World Heritage Site. Other notable attractions include the River Walk, the Tower of the Americas, the Alamo Bowl, and Marriage Island. Commercial entertainment includes Sea World and Six Flags Fiesta Texas theme parks, and according to the San Antonio Convention and Visitors Bureau, the city is visited by about 32 million tourists a year. The city is home to the five-time NBA champion San Antonio Spurs and hosts the annual San Antonio Stock Show & Rodeo, one of the largest such events in the country.
The U.S. armed services have numerous facilities in San Antonio: Fort Sam Houston, Lackland Air Force Base, Randolph Air Force Base, (which constitute Joint Base San Antonio), and Lackland AFB/Kelly Field Annex, with Camp Bullis and Camp Stanley located outside the city. San Antonio is home to six Fortune 500 companies and the South Texas Medical Center, the only medical research and care provider in the South Texas region.

San Antonio offers a rich mixture of cultural heritages derived from its Indigenous roots to the city’s settlement in 1718 by groups from many countries including Mexico, Spain, Germany, France, and Ireland, to more recent arrivals from China and India. San Antonio’s proximity to Mexico – a two-hour drive to the border – gives the city a distinct Hispanic flavor as well as a strategic location for unique opportunities in cultural and business exchanges with its southern neighbor.

**Academic Programs**

UIW offers more than 90 undergraduate majors, minors and concentrations and more than 20 graduate and doctoral programs. These include Ph.Ds. in education and vision science and doctoral degrees in pharmacy, optometry, nursing practice, physical therapy, osteopathic medicine, and business administration. UIW is one of 20 universities in the U.S. with an optometry program, while the pharmacy school is the only one in Texas at a private university. In the summer of 2017, the School of Osteopathic Medicine welcomed its first class of students to a new facility at Brooks City Base. It is the sixth medical school in the U.S. at a Catholic university.

The University of the Incarnate Word is accredited to award baccalaureate and graduate degrees by the Southern Association of Colleges and Schools Commission on Colleges. Numerous UIW programs are accredited by other organizations.

**Colleges and Schools**

The University offers programs in the following areas.

- Dreeben School of Education
- H-E-B School of Business and Administration
- School of Mathematics, Science and Engineering
- School of Media and Design

**Health Professions**

- Feik School of Pharmacy
- Ila Faye Miller School of Nursing and Health Professions
- Rosenberg School of Optometry
- School of Osteopathic Medicine
- School of Physical Therapy

**Adult Education**

- School of Professional Studies

**Recognition**

For 11 consecutive years, UIW was chosen as one of the “Great Colleges to Work For” in a national survey by The Chronicle of Higher Education. The University also made the national Top 10 Honor Roll in the medium-sized classification for universities with enrollments between 3,000 and 9,999 students. The graduate nursing program has been recognized as one of the top 65 graduate programs nationally by U.S. News Media Group.
Dr. Thomas M. Evans was named as the 10th president of the University of the Incarnate Word in 2017. As president, he oversees the management of UIW's multiple campuses in San Antonio, international locations, and St. Anthony Catholic High School, a private, Catholic preparatory school owned by the University. Dr. Evans leads a workforce of more than 1,000 that is consistently named among the leading workplaces in San Antonio and the education community.

Dr. Evans has seen great success including an increase in high level donations and the transformational acquisition of the property located at 4119 Broadway, formerly owned by AT&T. Notably, he has created and developed UIW's Strategic Plan, which establishes a clear vision and priorities, and will shape the future of the University. Strategic Planning Implementation Teams, members of which make up approximately 10% of the University workforce, are now at work developing specific and measurable goals for each priority. Dr. Evans also established the President’s Council on Diversity and Inclusion, an initiative created to ensure the University continues to serve and elevate the dignity of every person. In addition, Dr. Evans oversaw the development of a Campus Master Plan, which studied and proposed the most efficient use of UIW's multiple campuses in San Antonio. On a national level, Dr. Evans represented UIW at conferences for the Hispanic Association of Colleges and Universities and the Association of Catholic Colleges and Universities, where he participated in plenary panels on international education.

Dr. Evans is also a member of many professional and civic organizations in San Antonio, including the BioMed SA Board of Directors, the United Way Board of Trustees, the World Affairs, Council Board of Trustees, Fiesta San Antonio® Board of Commissioners, Legatus and Young Presidents’ Organization, San Antonio Chapter, and The Boy Scouts of America.

He is also a member of several national organizations, including the Hispanic Association of Colleges and Universities, the Presidents' Alliance on Higher Education and Immigration, the National Association of Independent Colleges
and Universities, NCAA Division 1 Presidents, the Southland Conference Board of Directors, the Council of Independent Colleges, the Southern Association of Colleges and Universities and Schools Commission on Colleges, the Association of Catholic Colleges and Universities (ACCU) - CIMA Advisory and Oversight Board, EAB Higher Education Strategy Forum, and the Assembly of Presidents of the American Association of Colleges of Osteopathic Medicine. In addition, he also serves on the Asia Pacific University (Japan) Governing Advisory Board.

Dr. Evans has been recognized with numerous awards, including being selected as an Outstanding Eagle Scout by the National Eagle Scout Association. He is conversant in French and Japanese and holds a Ph.D. in Higher Education Administration from the University of Texas at Austin; a Master of Arts in Asian Studies from UT-Austin; and a Bachelor of Science in Language Arts with a minor in Theology from Georgetown University from where he studied abroad at Keio University’s Center for Japanese Language and Culture in Tokyo. He has participated in many national leadership programs, including Harvard University’s Institute for Educational Management and Seminar on Advancement Leadership for Presidents.

He previously served as president of Carroll College, a Catholic institution in Helena, Montana. Prior to Carroll, he was an associate vice president at St. Edwards University in Austin, where he was responsible for the University’s professional education and global initiatives. A native of Austin, Evans and his wife, Lisa, have two sons, Walter and Leland.
The University of the Incarnate Word seeks to be an exemplary Catholic university that delivers robust undergraduate, graduate, and professional education in various areas of study, to diverse and multicultural communities in more than one country, as it integrates and serves these varied traditions, cultures, and identities.

Further, the University seeks to distinguish itself as a premier institution of higher education that promotes transformational education across its curricula for all generations of students. It provides support so that every student, regardless of circumstance, may graduate with minimal debt. Ultimately, UIW will empower its students to become agents of multi-generational change: facilitating genuine progress; creating a just world; working to eliminate health disparities; and creating better economic opportunities for themselves, their families and communities.

In order to achieve these lofty goals and thrive, the University of the Incarnate Word must re-emphasize its mission, especially as expressed in its founding story. In doing this, the University will show prospective students, faculty, partners, alumni, donors, and their respective families the meaningful role of that legacy in their lives and careers and in the well-being of their families and communities. Mindful of its tradition and mission, strengths and challenges, and especially of its future opportunities, the University of the Incarnate Word will focus on these eight Strategic Priorities in the coming decade.

**FACULTY**

UIW’s faculty community includes approximately 350 full-time members and 400 part-time members. About 85% of the University’s full-time faculty members hold a terminal degree with a student-faculty ratio of 11:1. The richness of UIW’s student diversity is also reflected in the diversity of its faculty, with more than 53% female and 22% Hispanic plus 14% other minorities among the full-time faculty.

Serving in about 100 different academic disciplines, UIW faculty have earned ongoing national accreditation in 26 of those fields. While the faculty emphasize teaching first, regular scholarly activity represents at least one-fourth of each faculty person’s expectations; UIW faculty are recognized nationally and internationally as key contributors in their respective fields, with regular publication and presentation of their work in the scholarship of discovery and of teaching.

Faculty initiatives over the past decade that support student success include:

- Student engagement in their learning;
- Targeted support for first-year students;
- Integration of Catholic Social Teaching, and Social Justice, into coursework;
- Increased focus on student writing in each discipline.

**FACULTY ACCOMPLISHMENTS**

- 16 Fulbright Scholars
- 25 Faculty Fellows in International Professional Associations
- 3 Legion of Merit awardees for senior military leadership
- Over 750 Research Honors
- Over 130 Community Service Honors
- Over 520 Professional Service Honors
- Over 340 University Service Honors
- Over 750 Teaching Honors
- 275 terminal degree holders
- More than 200 published papers/studies (2017)
- More than 300 community service activities (2017)
UIW’s global enrollment for Fall 2019 was 10,382 undergraduate and graduate students. This includes 5,886 students registered on main campus, 2,289 from Extended Academic Programs/School of Professional Studies, and 2,207 from the global locations in Mexico. UIW is the largest Catholic university in Texas, as well as the third largest private university in the state based on published global enrollment. Student enrollment has tripled since 2000.

The University serves a far greater percentage of minority and first-generation college students than other large private universities in the state. Most of the students are minority, including 51% Hispanic, 8% African American, 6% Asian, 60% female, and 29% first-generation college students. Those proportions mirror the demographics of San Antonio. The percentage of UIW students who are the first in their family to attend college is nearly double the national average. In addition, 99% of FTIC students receive some form of financial aid (e.g., gift aid, loans, work-study, any source).

The majority of students are from the San Antonio area (Bexar county), making up 56% of the main campus population, followed by 3% of students from the Rio Grande Valley. Of the students who are from out-of-state, the majority are from California, Florida, and Illinois. Eighty-six percent of the total main campus population are commuter students. UIW’s strategic vision is to continue to primarily serve the South Texas region.

The University is proud to be a global university. Six percent of enrolled students are international, representing 81 countries including Saudi Arabia, Mexico, China, and India. In addition, UIW has more than 140 international Sister School relationships in 44 countries across Europe, Africa, Asia, Australia, and North and South America, providing a rich diversity in each student’s experience.

Students can choose from 100 organizations, including academic (such as chemistry club and chorale), Greek Life (fraternities and sororities), professional (Music Therapy Association and Pre-law Society), honorary (Society of Leadership and Success and Delta Mu Delta), multicultural (International Students Association and Hispanic Student Coalition), service (Amnesty International and Fellowship of Christian Athletes), and special interest (UIW Gaming Club and Student Veterans Association). University-sponsored organizations include Student Government Association, University Mission and Ministry, and LOGOS, the student-run newspaper.

The UIW Cardinals are a member of the Division I Southland Conference. The University fielded its first football team in 2009, which plays in Benson Stadium, named after New Orleans Saints owner Tom Benson. UIW offers 10 men’s sports teams (baseball, basketball, cross country, fencing, football, golf, soccer, swimming & diving, tennis, and track & field) and 11 women’s teams (basketball, cross country, fencing, golf, soccer, football, swimming & diving, synchronized swimming, tennis, track & field, and volleyball).
Reporting directly to the President, the Provost is the chief academic officer of the University and oversees the integrity of all academic programs of the University. The Provost is responsible for academic strategic planning and programming; budget preparation; strategic resource allocation; institutional effectiveness/assessment; SACSCOC and program specific accreditation; evaluating associate provosts and academic deans; the overall quality of the curriculum and instruction; faculty recruitment; development activities; and sabbaticals, promotion and tenure. The Provost fosters a spirit of collaboration among all departments and the faculty in order to better achieve the Mission of the University and create an environment committed to student success and shared governance.

Reporting to the Provost are the Academic Deans; Associate Provost for Academic Affairs & Institutional Effectiveness; Associate Provost for Health Professions; Associate Provost for Academic Support Services; and Associate Provost for Research and Graduate Education.

Essential Duties and Responsibilities:

• Directs activities of associate provosts for institutional effectiveness, preparatory programs, and civic engagement
• Directs activities of the dean of research and graduate studies and the college/school deans for main campus and professional schools
• Provides general direction to the office of institutional research and the Center for Teaching and Learning
• Provides general direction for the academic work of the Division of Extended Academic Programs
• Advises on personnel matters
• Ex Officio member of the Faculty Senate
• Works collaboratively with the senate president and executive committee to support shared governance, receive reports and actions of the senate
• Oversees the management and publication of the Faculty Handbook
• Acknowledges achievement of faculty through annual teaching awards
• Collaborates with the dean of libraries, dean of student success, dean of enrollment and registrar
• Advises President on academic matters
• Maintains impartial objective perspective while working with legal counsel
• Serves as chief administrative officer in absence of President

Among the many opportunities the new Provost will have to make an impact on the University, the following are some of those by which performance will be evaluated during the first few years:

Partner with the President
The Provost will be a key member of the President’s Cabinet and will work in close partnership with the President to support the institutional vision for the future and help to develop and implement initiatives to advance the University’s strategic priorities. The Provost will work collaboratively with colleagues to articulate an academic vision for the institution in its broadest form; advocate for faculty; support and advocate for student development; mentor new deans; support academic and student affairs leadership; and provide direction that builds trust and confidence across the campus community.

Provide Inspiring Leadership
Working with the President and the Cabinet, the Provost serves as a leader providing direction, support, and inspiration across the University. The role of Provost is vital for ensuring the efficacy of the University’s educational programs (by which it seeks to live out its mission), stewarding its resources wisely, and assuring the relevance and vibrancy of its offerings.

Assure the collaborative work of developing a unified vision for academic excellence and student success
Working in partnership with the academic deans, program directors, chairs, faculty, student development deans and directors, the Provost will guide the process of curriculum and cocurriculum assessment and review with the purpose of achieving better integration in the total experience of students.

Academic Strategic Planning that Promotes Focused Program Growth, Sustainability, and Innovation
The Provost will serve as the academic leader of the University and as such will provide the vision and creativity to help the educational experience evolve, while continuing to reflect the basic ethos and core mission of the University. This leader will assure the offering and creation of academic programs of the highest quality and will engage the faculty to help create a collective academic vision that is mission consistent, innovative, strategically aligned, and targets growth markets, while leading and
enhancing professional development opportunities. Academic planning will have a strong focus on curriculum development, reflecting the results of current discussions around general education and both undergraduate and graduate programming. The Provost will provide support for progressive programs, interdisciplinary collaboration, and experiential learning grounded in the liberal arts while also providing a first-class education at both the undergraduate and graduate levels. The Provost will lead the development of new or re-invigorated academic programs across the University and be a proponent of program growth at both the undergraduate and graduate levels, in accordance with expectations for financial viability. The Provost will be responsible for fostering a relentless focus on strategy while at the same time rigorously evaluating the educational offerings to ensure their relevance and vibrancy.

Nurture the University’s Catholic Tradition and Identity

The University is deeply rooted in its mission and identity as a Catholic institution. The values embraced by the University of the Incarnate Word are engrained in the life of the University and clearly evident in myriad ways – perhaps none more visible and essential than its commitment to community service and social justice. The Provost will be expected to maintain, expand, and develop strong ties of support within the Catholic community, while at the same time embracing people with other beliefs or religious or philosophical backgrounds.

Qualifications of the Next Provost

The University of the Incarnate Word seeks an experienced leader who can advance its Catholic mission and draw upon its traditions – which celebrate community, intellectual rigor, and faith that promotes justice and the education of the whole person – while simultaneously working to emphasize inclusivity and diversity in hiring of faculty and staff, seeking opportunities for faculty enrichment, and charting new academic initiatives. While there is no requirement that the successful applicant be Catholic, this senior administrative officer must have an unqualified commitment to supporting and implementing the Catholic mission of the University.

Required Qualifications:

- An earned doctorate from a regionally accredited institution
- Progressive experience in higher education administration
- Experience with diverse academic programs
- Experience in policy and staff development
- Extensive knowledge of and experience with accreditation standards and assessment practices

Desired Qualifications:

- Experience with health professions education
- Experience embracing and enhancing an institutional, and personal, commitment to shared governance structures and principles including demonstrated experience working effectively and collaboratively with faculty to recognize, support, and encourage a close, collaborative partnership and to sustain and strengthen shared governance processes.
- Significant experience managing a large staff and budgetary resources as shown by success as a skilled, strategic manager of substantial budget resources and operation; includes the capacity to create and implement financial
strategies to accompany long-range plans across academic affairs and experience in resource generation, allocation and prioritization to create a viable, sustainable economic model

- Capacity to develop and manage an effective organization, including creating and implementing long-range plans, including experience in successful, sustainable budget management in accordance with plans

- Demonstrated success in cultivating a student-centered environment, including administrative processes and collaborative partnerships, especially in the areas of academic support services and professional development, to ensure student success

- Demonstrated commitment to diversity and inclusion, including an appreciation for the value of a diverse faculty, staff, and student population, and a commitment to the promotion of policies and practices that increase diversity and inclusion in the campus culture

- Appreciation for and working knowledge of emerging technologies and how they impact students and administrative operations

- Exceptional communication and interpersonal skills with the ability to listen, build trust, inspire confidence, clarify needs, motivate, create meaningful collaborations, communicate clearly and effectively with multiple constituents while also holding people accountable in a fair and equitable fashion

- Strong administrative and organizational skills, with the ability to balance many tasks, competing priorities, multiple constituencies, complexity, and numerous responsibilities simultaneously

- Demonstrated commitment to considering multiple perspectives, discerning nuance, and gaining context, while drawing on best practices, professional experience, data-informed decision making, and being responsive

- Ability to build trusting, inclusive, mutually respectful relationships with numerous constituencies, including students, alumni, Board members, faculty, administrative colleagues, staff, parents of current and prospective students, legislators, and the community

- Ability to develop high performing and effective working teams at all levels of the University, including administrative staff and faculty

- Demonstrated ability to lead and manage change in a dynamic, cross-disciplinary environment through consultative decision making

- Strong and constructive problem-solving skills, with the ability to demonstrate grace under pressure and find humor in situations

- Ability to thrive in and bring order to ambiguous situations, demonstrating balance in the face of challenges, collaborate with a range of constituencies and work well as a member of an executive leadership team

LEADERSHIP AGENDA FOR THE NEXT PROVOST (cont.)
Applications received by **Monday, January 20, 2020** can be assured full consideration. Academic Search of Washington, D.C is partnering with the University in this search. Nominations, applications, and expressions of interest may be submitted in confidence. A confidential discussion about this search may be arranged through UIWProvost@academicsearch.org or by contacting the consultants:

**Ann Die Hasselmo,**
Ann.Hasselmo@academicsearch.org

**Penny Gibbons,**
Penny.Gibbons@academicsearch.org

To apply, a candidate should submit:
1) a detailed letter of interest, 2) a full resume/CV, and 3) a list of five professional references, including names, phone numbers, and email addresses, noting the candidate’s relationship for each reference—who will not be contacted without permission. Please send materials as an email attachment in Word (3 separate documents) to UIWProvost@academicsearch.org.

**Non-Discrimination Policy**
Discrimination and harassment are antithetical to the mission of the University of the Incarnate Word and will not be tolerated. The University of the Incarnate Word complies with all applicable federal and state nondiscrimination laws and does not engage in prohibited discrimination on the basis of race, color, nationality or ethnic origin, gender, age or disability in either employment or the provision of services. As a Catholic institution of higher education sponsored by the Sisters of Charity of the Incarnate Word, the University of the Incarnate Word is, however, exempt from the prohibition against religious discrimination of the Civil Rights Act of 1964.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting University of the Incarnate Word 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.