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PROVOST AND EXECUTIVE VICE PRESIDENT
FOR ACADEMIC AND STUDENT AFFAIRS

Allendale, MI

THE SEARCH

Grand Valley State University (GVSU) seeks a Provost and Executive Vice President for Academic and Student Affairs (Provost). As the chief academic officer of the university, the provost serves as the second-in-command senior officer of GVSU, reporting directly to the president and providing academic leadership and supervision for all academic and student affairs programs – both undergraduate and graduate. As a member of the president’s cabinet, the provost chairs the university’s budget committee.

GVSU is a dynamic academic community on a strong upward trajectory. Since its founding in 1960, Grand Valley has grown into a comprehensive, selective, public university offering an array of fully accredited academic programs. The university’s three campuses in Allendale, Grand Rapids, and Holland are located amidst the natural beauty of West Michigan, near Lake Michigan and at the center of the Grand Rapids metropolitan area, with its rich cultural and recreational opportunities. Grand Valley attracts more than 25,400 students with its high-quality programs and state-of-the-art facilities. It has been consistently ranked nationally in various listings as an “Up and Coming” institution in the Midwest, as one of the “Best Buys” in colleges, and as one of the “Best in the Midwest” in the past decade. GVSU was also named one of the top 14 fastest improving value colleges in the nation by *Money* magazine in 2016.

This remarkable success is driven by GVSU’s well-earned reputation as a student-centered institution that combines the resources and breadth of a large university with a commitment to individual student success found at the best small colleges. The university has grown enrollment by 29 percent over the past 15 years while becoming increasingly selective. The students who enroll at GVSU are now among the most academically prepared in the state and the university’s record of student success has earned it “Best in Class” designation from the state in several categories.

In addition to an outstanding record of teaching, scholarship and academic leadership, the successful candidate will bring to the role the vision, energy and creativity needed to lead

GVSU's academic and student affairs units during a critical time of change in higher education. Working with the president, the board, and faculty and staff, the provost must preserve Grand Valley's distinctive reputation as a large university with a small college feel while exploring new initiatives that serve students, advance academic excellence and further GVSU's impact on its community, the nation and the world.

Grand Valley has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All applications, inquiries and nominations should be directed to the search firm as indicated at the end of this document. All applications and inquiries will remain confidential.

GRAND VALLEY STATE UNIVERSITY:

Educating students to shape lives, professions, and societies

Established by the Michigan legislature in 1960 on farmland twelve miles west of Grand Rapids, Grand Valley began as a small college dedicated to the ideals of a liberal education. The start-up was financed by a cadre of entrepreneurs, notably William Seidman, who believed West Michigan would only thrive with a university devoted to raising the region's educational and cultural engagement. Fifty years later, Grand Valley has exceeded all of its founders' expectations. Today, it has evolved into a comprehensive, selective, public university that provides a wide array of fully accredited academic programs. Grand Valley attracts more than 25, 400 students with its high-quality programs and state-of-the-art facilities. The university offers 87 undergraduate and 37 graduate degrees, and it has a vibrant campus life. The university places a high value on teaching, scholarship broadly defined, and interdisciplinary collaborations. While receiving near the lowest state dollars per student and per degree among the other public institution of higher learning in Michigan and operating on the second smallest square footage per student, it has been consistently ranked Best in Class in the State of Michigan's higher education performance metrics.

Grand Valley enjoys exceptionally close ties to its community that have led to countless opportunities for external collaborations and resources. Not only are Grand Valley's main campuses located close to Lake Michigan, amidst the natural beauty of all of West Michigan, but they are also situated in one of the economically strongest areas of the state. The university is in the center of a metropolitan area with a population of 1.1 million, supporting a dynamic business environment as well as rich cultural and recreational opportunities.

The University has campuses in Allendale, Grand Rapids, and Holland, as well as centers in Muskegon, Traverse City, and Detroit. Grand Valley's main campus is situated on 1,322 acres 12 miles west of Grand Rapids in Allendale. The 69-acre Robert C. Pew Campus is located in the heart of Grand Rapids and includes the colleges of engineering and computing, education, community and public service, business, health professions, and nursing. The Cook DeVos Center for Health Sciences forms part of the city's "Medical Mile," so named for the concentration of hospitals and medical schools. The Meijer Campus in Holland offers evening, accelerated, hybrid, and online coursework to area students.

MISSION STATEMENT

Educating students to shape their lives, their professions, and their societies. The university contributes to the enrichment of society through excellent teaching, active scholarship, and public service.

STRATEGIC PLAN

Approved last year, Grand Valley's [*Strategic Plan 2016-2021*](#) sets the strategic priorities for the next half decade, clearly identifying areas of emphasis and measureable goals. But it is a conceptual plan and a living document that exists in the context of a fast-changing higher education environment. The plan will be subject to updates and revisions as needed. The university's strategic priority areas for the next five years are to actively engage learners at all levels; further develop exceptional personnel; ensure alignment of all institutional structures and functions; and enhance the institution's image and reputation. While these areas will include broad-based efforts from a variety of university stakeholders, they all connect to the enduring GVSU value of student success – during and after their time at the university.

The plan calls for the university to achieve its goals by embracing new ideas – including new technology, cross-disciplinary collaborations, and external partnerships. But it is also notable for what strategies it does not foresee the university pursuing: “Grand Valley will not reduce its emphasis on student-centered teaching and learning by pursuing classification as a “research university” or adding medical or law programs to its degree offerings...Grand Valley will maintain its NCAA Division II status in women's and men's athletics and continue to sustain the highest standards of excellence for its student athletes.”

UNIVERSITY LEADERSHIP

Thomas J. Haas is Grand Valley State University's fourth president. Prior to Dr. Haas's appointment as president in 2006, he was the President of the State University of New York, Cobleskill. He is responsible for providing leadership and vision for the university and serves as the university's primary representative with donors and other external constituents and stakeholders. During his tenure, Grand Valley has seen a steady rise in enrollment to more than 25,000 students, and dramatic increases in the number of graduates, now more than 5,400 per year. During the same time, 34 new majors have been established, including the Doctor of Nursing Practice and ten other graduate programs. He has overseen a growth of nearly 2 million square feet (40% increase) in facilities, led by the Mary Idema Pew Library Learning and Information Commons in Allendale, the L. William Seidman Center in Grand Rapids, and the GVSU Detroit Center. Well known and highly regarded for his warm and active engagement with students and with the life of the campus community, President Haas is very popular with students and faculty alike.

Gayle Davis, GVSU's second provost, will retire in the summer of 2017 after 15 years in the position. During her tenure, she shepherded a major reorganization of the university's colleges, oversaw major growth in enrollment and improvements in student retention and graduation rates, and centralized the university's promotion and tenure system. Davis also shepherded the development of a rigorous curriculum and co-curricular programming, working closely and collaboratively with faculty and prioritizing student success. Prior to arriving at Grand Valley,

Davis chaired the Women's Studies department at Wichita State University, later serving as the university's associate vice president for academic affairs and research.

Grand Valley is governed by an 8-member Board of Trustees who are appointed by the Michigan governor and confirmed by the Senate serving eight-year terms. The Trustees are charged with the supervision of the institution's administrative and financial operations and formulating policy in these areas.

STUDENTS

GVSU students come from every county in Michigan, 43 states, and 76 different countries. The median composite ACT score for incoming freshmen is 24 and 94 percent have a high school GPA of 3.0 or higher. Of the incoming freshmen, 11.5 percent come from underrepresented minority groups, 91.5 percent are Michigan residents and 35 percent are first-generation college students. Eighty-five percent of first year students live on campus.

With a student-faculty ratio of 17 to 1 and an average class size of 26, students are drawn to Grand Valley because of the promise of a high-touch learning experience that integrates liberal arts learning with career preparation. Once on campus, their experiences largely confirm those assumptions. According to the National Survey of Student Engagement (NSSE) – a survey of freshmen and seniors designed to determine students' level of engagement – GVSU students scored higher than their peer universities in a number of measures, including Quality of Interactions, Overall Educational Experience, and Collaborative Learning. Over 93 percent of alumni are employed or pursuing an advanced degree within six months of graduation and GVSU students have the third highest graduation rate and third-lowest loan default rate among the state's 15 public four-year universities. The university's 83.2 percent freshman-to-sophomore retention rate places it fourth in the state.

GVSU's graduate programs are grounded in academically rigorous plans of study and supported by a university that adheres to policies and procedures that guide the academic process yet provide the flexibility to address unique situations and individual learning experiences. Initiatives such as the Presidential Research Grants program and the Graduate Showcase event help promote graduate student research and scholarship and highlight the best of what the graduate programs have to offer. GVSU enrolls 3,251 graduate students seeking masters to doctoral degrees. The U.S. News and World Report ranked GVSU's Physical Therapy and Public Administration graduate programs third best in state and the Physician Assistant Studies ranked second best compared to other Michigan institutions. In 2016 the online graduate education program was named "Best Online Program."

Each year more than 5,000 Grand Valley students gain real-world work experience through internships, practica, and student teaching. The state has recognized the university's attention to the regional workforce with "Best in Class" rankings for degrees awarded in critical skills areas. But student opportunities extend well beyond the state. Over 850 students studied abroad last year and Grand Valley tied for 12th in the nation among master's institutions for student Fulbright Scholars in 2015.

Grand Valley competes at the NCAA Division II level in 20 varsity sports. The Lakers have won 19 Division II championships and have won 11 of the past 13 Division II Learfield Director's Cups, awarded to the top overall D-II athletic program in the nation. In addition to championship intercollegiate athletics, students can participate in nearly 500 organizations on campus, including campus media, Greek life, club sports, community service groups, and student government.

FACULTY

Classes at Grand Valley are taught by more than 1,100 full-time and 600 part-time faculty. They come from some of the country's leading institutions to do what they do best - teach. To this end, classes are taught by faculty members, not graduate assistants, providing opportunities for collaboration between professors and students and creating undergraduate learning experiences typically only available to graduate students at other schools. GVSU faculty bring strong teaching and scholarly credentials as well as invaluable industry experience and real-world learning to the classroom that provide students with career connections and opportunities.

GVSU faculty are also active researchers, winning research grants from national agencies such as the National Institutes of Health and National Science Foundation. Researchers at GVSU won \$12.2 million in grant awards to conduct research in 2015-16. Faculty are also committed to global teaching and scholarship. In 2015, Grand Valley ranked second in the nation among master's universities for the number of faculty members who are Fulbright Scholars.

ACADEMIC AND STUDENT AFFAIRS

Grand Valley features a rich academic environment focusing on excellent faculty, outstanding students, hands-on research opportunities and nationally ranked graduate programs. It offers over 300 areas of study, including 87 undergraduate majors and 37 graduate programs. A liberal arts emphasis teaches students critical thinking and problem resolution. The university's strong academic focus creates a challenging and rewarding educational experience.

The Academic and Student Affairs Division consists of ten academic units (College of Liberal Arts and Sciences, Seidman College of Business, College of Community and Public Service, College of Education, Padnos College of Engineering and Computing, College of Health Professions, Brooks College of Interdisciplinary Studies, Kirkhof College of Nursing, Graduate School, and University Libraries) and academic and student support functions (Student Services, Vice Provost for Health, Pew Faculty Teaching and Learning Center, Center for Scholarly and Creative Excellence, and Art Gallery and Collections). Led by the Provost and supporting staff, the division prides itself on having programs built upon the foundations of a liberal education tradition, and is widely recognized for its ability to develop necessary talent and leadership for the next generation and prepare all students to contribute productively to their professions and societies. The division demonstrates its success in developing and supporting inclusivity and diversity, productivity, efficiency, and sustainability. For more information on Academic and Student Affairs, go to: <http://www.gvsu.edu/provost/academic-student-affairs-54.htm>.

FINANCES

Grand Valley operates on a centralized budget model and the general fund budget for 2016-17 is \$383.3 million. GVSU receives the second-lowest state appropriation per student among Michigan four-year colleges. Approximately 81 percent of revenue is generated through tuition and fees and the bulk of expenses –53.4 percent – is allocated for the division of academic and student affairs. Overall, the ratio of academic to administrative expenses has held steady over the past 22 years at 17 to 3, earning Grand Valley a Best in Class designation from the state for low administrative costs. In-state tuition for first-time students is \$11,520 with an average net tuition cost of \$6,983. The university has made institutional financial aid a priority and it has grown from \$31 million in 2011-12 to \$44 million in 2016-17.

The university endowment is more than \$104 million and GVSU received more than \$16 million in private gifts and pledges last year, an increase of 27 percent over the previous year. More than 55 percent of faculty and staff donated to the university last fiscal year.

The strategic plan calls for Grand Valley to maintain a stable student population over the next several years after a decade of growth that saw the number of degrees awarded increase by 34.3 percent from 2005-06 to 2015-16. The past several years have also seen the construction of several new, LEED-certified buildings on campus. Construction projects at the university totaled about \$75 million in 2015. Thanks to generous donors, strong fiscal stewardship and ongoing creditworthiness, Grand Valley has been able to support this growth while enjoying an A+ bond rating from Standard and Poor's throughout the past decade.

THE ROLE OF THE PROVOST

The provost serves as the chief academic officer of the university, reports directly to the president and serves as the second-in-command senior officer for the university. The provost works closely with the president, other executive officers and academic governance in formulating university goals and policies. As chief academic officer, the provost is responsible for articulation of the university's vision of academic distinction; the development and administration of academic and student affairs programs; policies relating to instruction, curriculum, student life, continuing education; faculty and academic staff appointments and performance assessments; and scholarship and community service initiatives among faculty. The provost chairs the university's budget committee and oversees a budget of approximately \$205 million.

The office of the provost is committed to strategic planning, high-impact learning experiences, effective teaching, innovative scholarship, and purposeful academic service to the community. The work encompasses faculty and staff personnel concerns, budgeting, resource development, and shared faculty governance. The role is to support teaching, scholarship, and public service through increasingly high quality, relevant curricula in a challenging, intellectual environment at both the undergraduate and graduate levels. The goal is to encourage and sustain an environment of creativity, rigor, support, and openness that aids faculty, students, and the wider community in the search for knowledge.

Responsibilities of the provost include:

- Appointment and oversight of Academic Deans, Vice Provosts, and a staff of Assistant/Associate Vice Presidents;
- Promoting continuous improvement of existing academic and student affairs programs;
- Providing leadership in the design and implementation of new academic and student affairs programs;
- Providing leadership in the development and implementation of academic and student affairs policy;
- Securing, budgeting and monitoring institutional funds focused on academic programs;
- Promoting excellence in teaching and active scholarship;
- Providing leadership in improving excellence in faculty teaching and learning;
- Promoting faculty involvement in active scholarship;
- Promoting interdisciplinary scholarship;
- Providing opportunities for professional growth and development of faculty and administrative staff within the Division;
- Providing leadership in faculty matters;
- Setting high standards for assessing the quality of programs and teaching and learning;
- Administering the promotion and tenure process;
- Working collaboratively with strong shared governance model;
- Advising the President on all matters relating to the academic functions of the university;
- Serving as an Executive Officer of the University and a member of the President's Cabinet;
- Chairing the university's Budget Committee;
- Advancing the university's commitment to diversity;
- Providing leadership in institutional planning and accreditation;
- Working with officers of the university on matters of academic concern;
- Performing administrative and decision-making responsibilities of the President in his/her absence or as delegated.

OPPORTUNITIES AND CHALLENGES

GVSU seeks in its new provost a leader experienced in the academy, knowledgeable about its operations and economics, and with the personal integrity and drive to build on the university's momentum and effectively partner with President Haas. Primary opportunities and challenges for the provost will include the following:

Maintain and build upon a collaborative relationship with the faculty

The provost at Grand Valley enjoys a close relationship with the faculty, regularly attending academic senate meetings as a non-voting member. Unlike most public universities in Michigan, faculty at GVSU are not unionized. The provost and faculty have built a trusting relationship amidst significant growth and major changes in academic organization and promotion and tenure policies. The provost works with deans and other academic leaders to recruit and retain top faculty, but the work with faculty does not stop there. The next provost must lead through

collaboration, ensuring that faculty feel heard and are truly partners with the administration as the university faces the challenges ahead.

Work with faculty and deans to encourage academic innovation

Grand Valley State has prospered because of its ability to hold steadfast to its student-centered values and liberal education mission while developing and expanding new programs in areas of need and exploring new educational delivery innovations. The growth of programs in the health professions and an increase in approximately 200% percent in the number of distance education courses over the past four years are just a couple of examples of how GVSU has embraced innovation to best serve its students and the region. With Michigan demographic trends shrinking the in-state student pool and new workforce demands changing the way all universities must think about education delivery and content, the provost must be a true thought partner with deans and the president to explore and seize opportunities that are consistent with university values and make strategic sense. She or he must be a thoughtful risk taker who will resist the inertia that comes from past success while ensuring that GVSU remains a place where student success is front and center.

Deepen the Sense of Community and Commitment to Diversity and Inclusion

The university is committed to inclusion and diversity in every form. While it is more diverse today than it has ever been, demographic trends will require the university to continue to become more diverse, not just for the long-term viability of the institution, but also because of the value that a diverse group of students, faculty, and staff brings to campus. The thoughtful perspectives and commitment to open inquiry that characterizes a liberal education can only be fully realized in a community that embraces diversity, broadly defined. Working with university leadership, including the vice president for inclusion and equity, the provost will pursue efforts to improve campus climate, eliminate retention and graduation gaps between groups, and generally enable the high ideals of inclusivity to be achieved. These efforts are supported by the strategic plan but the implementation will require the provost to be thoughtful, consultative, and flexible enough to anticipate the needs and issues that will come with an evolving group of students and faculty.

Manage growth while ensuring GVSU's unique qualities

Grand Valley has experienced steady growth in recent years, enrolling about 2,000 more students than it did in 2007. These students come from more diverse backgrounds, have a wider variety of needs and have more programs to choose from than at any time in the university's history. This growth puts pressure on student support systems and faculty time that are vital to student retention and success.

Working closely with academic and student support units, the provost will be expected to provide leadership for intensifying efforts to increase retention and graduation rates and a demonstrated commitment to student success for both traditional and non-traditional students. She or he must be an advocate for measures that ensure student success, protecting faculty time from administrative pressures that take away from interaction with students and asking of any new initiative: "Does it help faculty to teach and students to learn?"

Champion academics and the value of a GVSU education

Like public universities all over the country, Grand Valley has suffered from a precipitous decline in state support per student. In 1997, the ratio of tuition to state support was roughly 1-to-1. By 2015 that ratio was nearly 4.5 to 1. Despite its positive impact on the region and the record of success of its graduates, Grand Valley receives the lowest state investment per degree of any public university in Michigan. Thanks to generous donors, strong student demand, and careful fiscal stewardship, the university has prospered despite this dynamic. But the university must be tireless in telling its story to external constituents.

As the face of GVSU academics writ large, the provost will play a major role in telling a compelling story of the university's impact to alumni, donors, state politicians, prospective students, and their families. She or he will be a strategic partner with the president as they tell GVSU's story to the region, the nation, and the world. The provost will work to engage the university in public-private partnerships and encourage the deans and faculty to develop impactful relationships that are consistent with the university's mission and bring Grand Valley's talent and resources to bear in the community and state.

QUALIFICATIONS OF THE PROVOST

Grand Valley State University seeks in its new provost an inspiring successful leader who will strive to increase the stature and excellence of an already outstanding university. The ideal candidate will combine strategic vision with collegiality and energy with integrity. In addition to scholarly distinction and appropriate administrative experience, the successful candidate will be a collaborative and communicative leader who is deeply committed to the mission of GVSU. The search committee understands that no single candidate will have all of the ideal qualifications, but it seeks candidates with the following experience and abilities:

- Earned doctorate and commensurate experience for the role;
- Evidence of excellence in teaching and scholarship;
- Evidence of successful senior level academic administrative experience;
- Evidence of assessment and accreditation knowledge/experience;
- A distinguished record of continued professional accomplishments;
- The intellectual vision and energy necessary to lead an institution of higher education;
- An understanding of the needs and concerns of administrators, faculty, staff, and students of a public, comprehensive university with multiple sites;
- An understanding of the culture of a strong regional/master's-comprehensive institution seeking to become even stronger ;
- An appreciation of the distinctive qualities of Grand Valley State University and a commitment to build on those distinctive qualities to ensure further excellence and academic success;
- A commitment to the university's mission, establishing the primacy of teaching and learning enhanced by active scholarship; to the centrality of liberal education; to an instructional approach which stresses the importance of students as individuals; and to a recognition that the ambience of campus life has a major impact on the educational process;

- A clear understanding of student services/affairs and how this area is integral to developing the whole student, creating inclusive environments, retention, and graduation;
- An understanding of the role of General Education in a comprehensive university, a commitment to its centrality in the curriculum, and a determination to ensure its quality;
- Experiences of having worked or been part of strategies that incorporate innovative practices with technological enhancements in the delivery of instruction and curriculum that meet student and market needs;
- Experience in higher educational planning;
- A demonstrated commitment to affirmative action, equal opportunity, diversity, and inclusion;
- A record of administrative effectiveness in sound budgetary management;
- An appreciation for the unique teaching, scholarship, and service obligations of professional colleges;
- A demonstrated ability to work effectively with both internal and external constituencies to ensure continued vitality and enhancement of academic programs;
- Personal attributes such as strong leadership and communication skills, high levels of creativity and energy, an ability to inspire others, integrity, and respect for all individuals.

TO APPLY

Grand Valley State University has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as directed below.

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