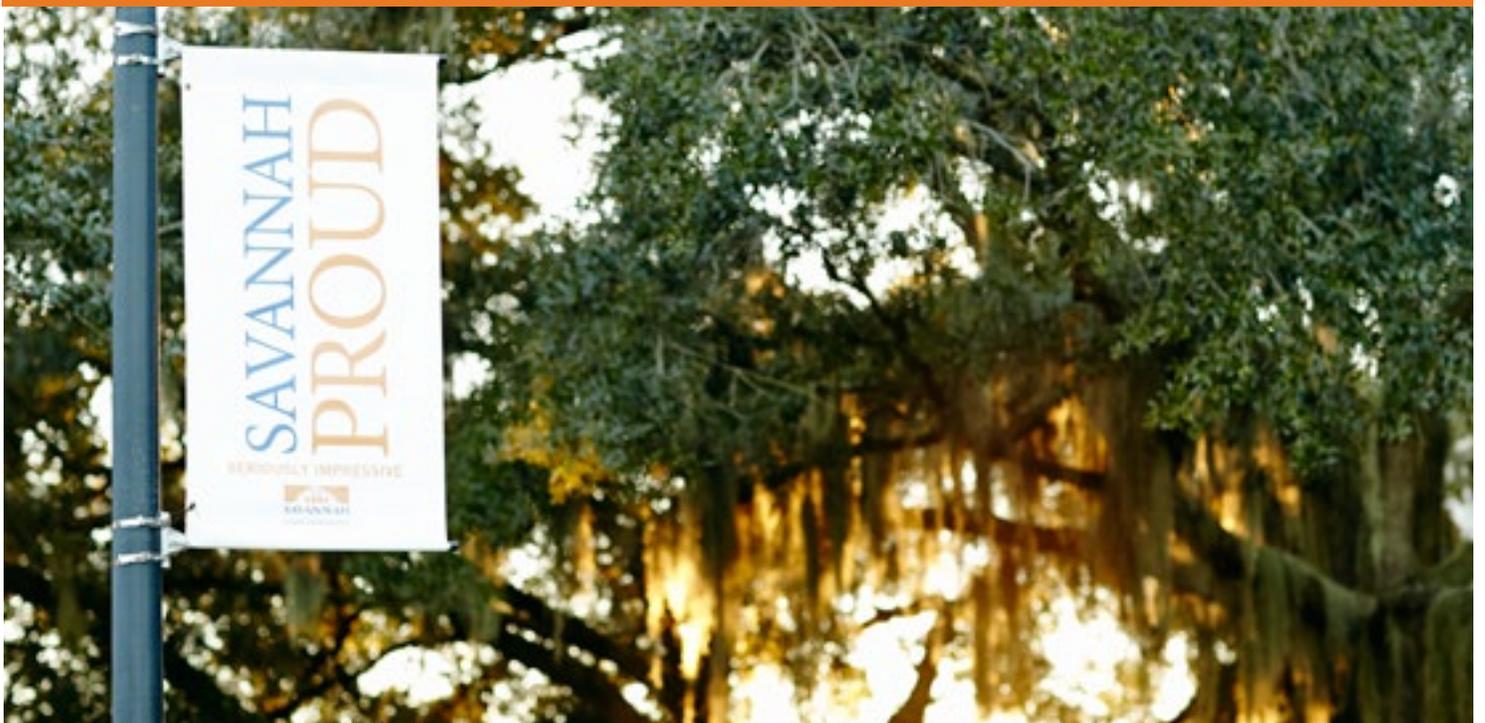




SAVANNAH STATE UNIVERSITY

Search Profile for
Provost and Vice President for Academic Affairs





SAVANNAH STATE UNIVERSITY

PROVOST/VICE PRESIDENT FOR ACADEMIC AFFAIRS

Savannah State University seeks a dynamic and proven academic administrator for the position of Provost/Vice President for Academic Affairs to assume office in the summer of 2016. The Provost/ VPAA (Provost) reports to the President and will be a key partner for the President in academic decision-making. The Provost provides leadership in all academic matters and works collaboratively with the deans, faculty, staff, and administration to further the University's mission and vision. Savannah State University (SSU) is an institution filled with rich history and beloved traditions, and a strong commitment to academic excellence and community service. This document is intended to provide potential candidates with information about the institution and position, and to describe how to participate in the forthcoming search.

SAVANNAH STATE UNIVERSITY

Founded in 1890 as Georgia State Industrial College for Colored Youths, the institution became a full-time degree granting institution in 1928. SSU holds the distinction as the oldest public historically black university in Georgia and the oldest institution of higher education in the historic city of Savannah. While meeting the educational needs of an increasingly diverse student population today, SSU serves the community and region with distinction. The University provides a comprehensive higher education experience that adds value to the academic, personal, social, and cultural growth of its students.

Today, Savannah State University (SSU) is a coeducational institution within the University System of Georgia with 385 full time faculty members educating more than 4,800 students each year. SSU offers graduate and undergraduate studies including nationally accredited programs in the liberal arts, the sciences and the professions. Accredited by the Southern Association of Colleges and Schools (SACS), the institution offers undergraduate and graduate degree programs in the three colleges namely Liberal Arts and Social Sciences, Business Administration, and Science and Technology — and one school, the School of Teacher Education.

The University's mission and educational goals are realized through comprehensive program offerings with 30 baccalaureate majors and degrees and six graduate degrees. The University has several new programs in the high-need professional fields, such as the STEM disciplines (sciences, technology, engineering, and mathematics).

Savannah State's Strategic Plan which runs from 2014 – 2020 emerged from the broad SSU community and serves as the springboard for the University's future. The institution recognizes the tremendous work and dedication of all participants, along with the great foundation

provided throughout the years from the University's 125-year legacy of service and educational opportunity. SSU's strategic plan includes the following five priorities: Academic Engagement and Achievement; Community and Economic Development; Global Education Experiences; Sustainability and Resources; and Technological Competitiveness.

The University aggressively seeks funds from federal sources, including NIH and NSF research and program development grants. Presently, the University has approximately \$49.3 million approved external funding for multiple years (2015-2020). These grants support curriculum enhancement, faculty and student research, student scholarships, presentations at conferences and other scholarly activity.

One of the major initiatives of the University System of Georgia is Complete College Georgia (CCG), an initiative under the direction of Governor Nathan Deal that seeks to increase the number of young adults in Georgia with certificates and degrees. All institutions in the University System of Georgia and the Technical College System of Georgia are participating in CCG by creating new forms of collaboration and accountability, working with the Georgia Department of Education to increase the number of college-ready students graduating from high school, and re-evaluating and envisioning anew the performance of completion-related aspects of higher education. For more information on the CCG initiative, please visit www.usg.edu.

STUDENT DEMOGRAPHICS

SSU's student population of 4,800 includes a high percentage of underrepresented students: Black (93%), Pell-eligible students (74%), and Title IV funding recipients (90%). The student body (55% female) includes a number of adult learners (15%), military (3%). In Fall 2011, SSU hosted 167 international students (3.6% of the student body) and 449 students (10%) from out-of-state. Among in-state students, approximately 40% of SSU's student body comes from the Atlanta Metro area and 30% from the immediate Chatham County area. More than 90% of students receive some form of scholarship or financial aid.

STUDENTS

Students are provided a supportive yet challenging learning environment with opportunities. The institution encourages close student-faculty relationships. In addition to its academic support programs and extracurricular activities, the University has exhibits, performances, sport teams, concerts, and community volunteer service projects geared to improving relationships with neighborhoods in the greater Savannah area. The institution has more than 75 clubs and organizations; furthermore, there are a number of student publications, honor societies, sororities, and fraternities. Savannah State is a member of the NCAA Division I FCS and competes in the Mid-Eastern Athletic Conference. The University fields teams in Men's football, basketball, baseball, cross country, indoor/outdoor track and field, and golf, and in Women's basketball, softball, tennis, cross country, indoor/ outdoor track and field, volleyball, and golf.





THE CAMPUS

The University is located on a beautiful 201-acre tract adjacent to a salt-marsh estuary. The campus is approximately five miles from the Historic District of Savannah, which is one of the largest registered urban National Historic Landmark districts in the United States, and 20 minutes from the beaches of Tybee Island.

Resplendent with moss-laden oak trees, expansive marsh, and historic architecture, Savannah State has been deemed the most picturesque campus in the state of Georgia. It is a vibrant, nurturing environment that celebrates its African-American heritage and legacy while embracing a diverse community of faculty and student scholars and learners.

SSU is located in Savannah, Georgia, a historic city with a revered past, a vibrant present, and an exciting future. With nearly 300,000 area residents, the city has maintained steady growth, with the economy based mainly on ports, manufacturing, tourism, and the military. The city offers a high quality of life and a family-friendly lifestyle.

THE UNIVERSITY SYSTEM OF GEORGIA

The University System of Georgia is governed by a 19-member Board of Regents. The Board oversees the 30 colleges and universities that comprise the University System of Georgia, as well as the Georgia Archives, and The Georgia Public Library System. For more information, visit www.usg.edu.

PRESIDENT'S CABINET AND DEAN'S COUNCIL

Dr. Cheryl Davenport Dozier is the 13th president of Savannah State University. Since taking office in 2011, she has advanced the University's mission of developing productive members of a global society through high quality instruction, scholarship, research, service, and community involvement. Under Dr. Dozier's leadership, enrollment at SSU has reached an all-time high, fundraising has increased and several new alumni chapters have been chartered. She also has worked to expand the University's global engagement, foster community partnerships and improve customer service. Dr. Dozier joined the SSU administration after a 17-year career at the University of Georgia.

The Provost serves as the chief academic officer and will work closely with President Dozier, and with faculty and staff to further the University's mission within the context of the University's plan for the future. As such, the chief academic officer is simultaneously a faculty advocate and an officer of the University with institution-wide perspective and responsibilities. Balancing the demands of these two roles is absolutely essential in succeeding in this position. As with all cabinet and administrative officers at the University, the Provost serves at

the discretion of the President. Other members of the cabinet include the vice president for business and financial affairs, the vice president for advancement and executive director of the SSU Foundation, the vice president of student affairs, the chief information officer, legal council and the director of athletics.

The Deans' Council consists of the Provost/Vice President for Academic Affairs and Associate Provost/Associate Vice President for Academic Affairs, the Deans of the degree granting units, the Dean of the Library, the Director of the Center for Academic Success, and the Associate Vice President for Sponsored Research Administration.

LEADERSHIP PRIORITIES FOR THE PROVOST/VPAA

SSU offers an exceptional and rewarding leadership opportunity for its next chief academic officer. The leadership team has a mandate from the President to create a new culture of learning, and envisions that the Provost will foster such an environment by encouraging both creativity and consistency of mission throughout the campus. This exciting new agenda for an institution poised for significant growth and academic success provides an exceptional opportunity for the President and Provost to forge a unique collaboration at a critical time in the University's history. The President and Provost will jointly lead the discussions related to the implementation of the strategic plan and restructuring initiatives.

The key functions of the new Provost are the following:

- **Develop Open and Collaborative Relationships with Key Constituencies:** The Provost is a leader and a colleague of the faculty. To accomplish anything important, he or she must acquire the confidence of the faculty and staff. There is no substitute for getting to know faculty and staff members as individuals, meeting them in their offices and around campus, and listening and learning to their concerns and aspirations. These personal relationships are the foundation for the Provost to work effectively with the faculty to make the institution even stronger both within the SSU community and beyond. SSU is a campus community ready, willing, and dedicated to moving the institution forward. The Provost is expected to engage a wide range of stakeholders as a means to foster consensus and build support for key University initiatives. Greater cohesion among divisions must also be supported and rewarded. Encouragement is needed for continued partnerships across disciplines and improved communication among all programs. The Provost will set an example for active involvement in campus and community activities, open communication, shared governance and fostering respect and recognition throughout the campus.
- **Lead Academic Programs:** The Provost will lead new initiatives to build upon the work of the faculty in transforming and strengthening programs university-wide. Such initiatives may include the expansion of interdisciplinary programs through joint appointments, reinvigoration of traditional disciplines, and the fostering of fresh perspectives regarding internships, academic advising and the university-wide honors program. Along with strengthening academic programs, the new Provost will not only recruit and retain talented faculty, but also reinvigorate long-serving faculty. The further development and expansion of online programs is also important and the Provost will be tasked with developing a structured plan for online expansion. The Provost should create a culture where faculty achievements are rewarded and less than acceptable performance is appropriately addressed. In addition, the Provost will introduce useful qualitative and quantitative measures of accountability for all programs. The Provost will have oversight responsibility



for institution-wide and discipline specific accreditations and must have a solid understanding of accreditation processes and requirements, including outcomes assessment.

- **Facilitate Development of Policies and Procedures:** The Provost will facilitate the development and alignment (as well as continue to update) procedural guidelines for relevant University manuals to address emerging changes with regard to hiring, promotion and tenure, integration of programs, and increased co-curricular activities. The faculty handbook should reflect the most current policies and procedures. The Provost will provide leadership in supporting and implementing the decisions in all of these areas. In addition, there is a need to recognize the rights and responsibilities of the deans and department chairs – empowering them to make decisions and provide leadership in their respective areas.
The incoming Provost is expected to provide concrete support and guidance to the promotion and tenure process. The Provost must oversee a rigorous systematic annual evaluation of junior, tenured, and part-time faculty. There is faculty interest and greater opportunities for scholarship and publishing. Therefore, it is important to define the role of scholarship at an institution where teaching is the primary focus (the University requires a teaching load of 4 courses or 12 credit hours per semester), and in which members of the faculty manage a heavy instruction load, advise numerous students, and serve as mentors.
- **Construct Creative Ways to Increase Retention and Graduation Rates:** Enrollment is a key indicator of the vitality and future trends of the institution. The diversification of programs and the development of graduate programs has strengthened enrollment, but it will be important for the University to continue to establish a stronger, more visible identity in both undergraduate and graduate recruitment efforts. The Provost is expected to be an effective spokesperson for the University, to participate regularly in admissions activities when appropriate, and to encourage and support others in academic affairs to engage actively in both the recruitment and retention of students. Much work must be done in strengthening graduation rates and increasing retention between the first and second year as well as between the junior and senior years. The Provost should play a major role in discussions that focus on defining what type of support student will need to be successful at SSU.
- **Manage Resources:** Both financial and human resource development is important to SSU's future. Through the Provost's leadership in institutional planning activities, priorities will be determined for both programs and facilities, linking the budget directly to strategic planning relevant to the overall mission. The structure of the Provost office must be adapted to ensure efficiency and responsiveness to institutional needs. Since resources are limited, strong and effective collaboration with the chief financial officer, as well as a good understanding of data and careful budget justification and management are essential. Expanded opportunities for foundation, corporate and federal support should be more vigorously pursued. The Provost must encourage and support pursuit of these funds, while assisting with the identification of new sources of funding.
- **Communicate with Broader Community:** In relation to the external community, the Provost will be an effective and engaging spokesperson about the University's mission and priorities. Collaborative opportunities off-campus include expanded student access to classes and other resources, transfer articulation with community colleges, and partnerships with local school systems and businesses. In addition, the Provost will be called upon for state-level activities, both serving on task forces and advisory boards as well as guid-





ing SSU's programs and services through the appropriate state oversight and accreditation offices. Establishing strong relations in the extended community will also assist with SSU's marketing and outreach for program development.

QUALIFICATIONS

SSU is especially interested in selecting a Provost, who, in partnership with the President, will provide academic leadership and advance the University's academic programs. More specifically, the University seeks an accomplished teacher-scholar and a dynamic and creative manager possessing a record of administrative effectiveness, experience in the areas of strategic planning, resource allocation, accreditation, and curricular development and reform. The Provost will possess a PhD ideally in a discipline offered at the institution. Candidates must have significant experience with assessment and accreditation, as well as the capacity to foster a culture of appreciation of the value of accreditation standards and continuous data-driven improvement among the University's constituent groups. He or she must be an excellent listener and communicator and someone who--after consultation--can make informed decisions in a timely fashion. The successful candidate must also understand, support, and articulate both internally and externally the centrality of the academic enterprise and SSU's role as a historically Black institution.

Working closely with President Dozier, the faculty, and the staff, the Provost will lead the University's efforts to achieve a new level of academic excellence. Priorities include:

- strengthening the recruitment and retention of a committed faculty and staff;
- enhancing programs for faculty development;
- devising ways to strategically manage student enrollment and retention initiatives (both undergraduate and graduate) to ensure growth in all departments;
- leading campus conversations with the goal of clarifying expectations and standards for tenure and promotion;
- reviewing on an ongoing basis the University's curricular offerings, including its general education requirements;
- embracing a public university environment with limited resources and allocating resources to fund institutional priorities;

- demonstrating an interest in working with student affairs professionals to shape the total student experience;
- overseeing accreditation and assessment processes;
- utilizing his/her familiarity with trends and developments in undergraduate and graduate education, particularly in the assessment of student learning;
- expanding online instruction and use of emerging delivery systems.

ABOUT THE SEARCH

To apply, candidates should prepare a thoughtful letter of interest addressing as appropriate the issues and desired qualifications stated above by **March 30, 2016**. Candidates should also include a current, long-form resume (it should show relevant administrative responsibilities and accomplishments) and the names, phone numbers and email addresses of at least five references and their relationship to each reference. References will be called at a later stage and only with the candidate's foreknowledge. Additional information about the institution can be found at <https://www.savannahstate.edu>.

Candidate interviews will be conducted on April 10 and 11 in Savannah and finalist candidates will be invited to campus during the week of April 24, 2016.

Send materials as an e-mail attachment in Word to: SavannahProvost@academic-search.com.

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