



## Provost and Vice President for Academic Affairs

### Position Description

Northern Michigan University seeks a dynamic, innovative, student-centered Provost and Vice President for Academic Affairs. NMU is a regional Master's institution, with an embedded Community College, and a Carnegie Foundation community-engaged designation. The Provost and Vice President for Academic Affairs provides day-to-day operational and strategic management, as well as leadership that champions the growth and development of academic and student services programs in accordance with the University's mission.

### NMU's Hometown: Marquette, Michigan



Northern Michigan University is located in Marquette, Michigan, on the shores of Lake Superior in Michigan's Upper Peninsula, a rural region of distinctive natural beauty. Marquette County represents about 60,000 residents, of which about 22,000 reside in the City of Marquette. Marquette enjoys a stable economy, which Northern helps to assist through its civic and business partners and relationships that, in turn, help to create hundreds of the area's professional jobs. Marquette is the center of regional healthcare. It is also the cultural center of the Upper Peninsula, which fosters a thriving art and theatre community, fine shops, eclectic restaurants, and a variety of museums. The area offers a wide array of natural attractions

and outdoor recreational opportunities. The University also supports an NCAA Division I hockey program and 12 other Division II teams, as well as a training site for four Olympic development programs.

### NMU Today

NMU has grown from its origins as a teacher's college in 1899 to a high-tech university of over 9,300 students on a 360-acre campus within walking/biking distance to the downtown area. NMU's [Roadmap to 2015](#) is the culmination of a university-wide discussion that began in 2007, and now serves the University as a strategic plan. The *Roadmap* identifies four areas of strength: Innovation, Meaningful Lives, Campus Attributes, and Community Engagement. Under its guidance, the University is well-poised to capitalize on pioneering steps that adapt to the opportunities and challenges ahead. NMU offers a learning environment which combines faculty scholarship and service learning opportunities that connect our faculty, students, and community. The campus community is actively engaged in discussions about the university it wants to be, and the Academic Affairs Division plays the central role in shaping this vision and our brand image. Some key elements of the vision stem from our greatest strengths:



- **NMU is fundamentally focused on student-centered learning.** Students experience the advantage of smaller class sizes, direct faculty interaction, modern lab space and facilities, and extensive community involvement. Students may choose to participate in about 300 student organizations, academic service learning, and multiple study abroad opportunities. NMU also has two nationally recognized student leadership programs in the Student Leader Fellowship Program and Superior Edge.

- **NMU is a national leader in providing a high-tech learning environment.** In fact, it was recognized as a role model for rural America by President Obama during his 2011 visit to campus. All full-time students are issued a laptop and have both campus-wide and community-wide access to Wi-Fi and 4G WiMAX networks. Approximately 10% of total student credit hours are delivered on-line, and nearly 33% of these are summer offerings that support students both on and off-campus. Internet technologies are fully integrated into campus life, and the campus is well-positioned to aggressively create hybrid learning opportunities for our students.
- **NMU has national and regional partners, which create opportunities for faculty and students to collaborate.** These national partners include: National Institutes of Health, National Science Foundation, PBS/CPB, Mayo Clinic, and Intel; regional partners include Marquette General Health System, Cliffs Natural Resources, Pioneer Surgical, Sawyer International Airport, and Lake Superior Community Partnership. In addition, NMU has good working relationships with leaders in local, state, and federal government. The investments in technology and dedicated partnerships have resulted in special opportunities to create a "technology transfer zone" that is supported by, and informs, the University's curricula in key disciplines.
- **NMU is a fully accredited HLC-AQIP institution.** As an early adopter, the University fully understands the continuous improvement paradigm which is now central to all HLC accreditation modes. NMU continually challenges itself to develop or refine the decision-making processes that confirm our commitments to be an outstanding university.

## The Provost's Office

At NMU, the Provost and Vice President for Academic Affairs reports directly to the President, and oversees a multifunctional integrated operation that combines the responsibilities for both Academic Affairs and Student Services and Enrollment, with a Division budget of \$60.2 million. The structure under the Provost and Vice President for Academic Affairs includes 11 direct reports in academic and student services.



## The Provost's Job at NMU

The successful applicant must balance operational management and strategic leadership in order to carry out the following sample duties within a shared governance context:



- Integrate the academic and student services teams by focusing on student success strategies that champion student recruitment, learning and retention.
  - Serve as the academic and student affairs advisor and liaison to the President and Board of Trustees.
  - Work effectively with the senior leadership of the University, and lead the University in the President's absence.
  - Forge a strategic direction, working cooperatively with academic officers and faculty, to achieve excellent academic outcomes in support of the University's mission and vision, and optimal stewardship of NMU's resources.
  - Set educational standards and goals and establish policies, procedures, and processes for achieving them.
  - Develop goals/benchmarks for academic performance and implement initiatives designed to continuously improve the learning outcomes for students in support of accreditation.
- Plan, develop and assess library, technological, and other support resources to maximize student learning outcomes and improve the "information literacy" of students.

- Create, nurture and sustain effective partnerships with external stakeholders, including a variety of community organizations and groups, state agencies, the NMU Foundation, area school districts, and colleges and universities around the State of Michigan and the Great Lakes region.
- Effectively advocate for the University with community, business, and legislative leaders.
- Help our students adapt to the world's cultures by providing support and guidance for our diversity and internationalization efforts.
- Establish an environment that fosters the recruitment, development, and retention of high-quality and productive faculty and academic staff.
- Support faculty and staff in their quests for contracts and grants, and assure compliance with the requirements of state and accrediting bodies, and other support or granting agencies.
- Nurture and support the breadth of programs (diplomas through Master's) that Northern offers and appreciate the diversity of student needs.

## Position Qualifications

In order to identify individuals who will effectively carry out the roles and responsibilities of the Provost, NMU is seeking candidates with the following mix of work experience, knowledge, skills, and abilities:



- An appropriate terminal degree and academic experience expected of a successful faculty member, sufficient to be awarded tenure, from an accredited college or university in any recognized academic discipline and a proven record of scholarly excellence in his/her field of academic expertise.
- A record of at least six years of increasingly responsible academic administrative and budgetary responsibility, with at least two years at the Vice Provost or Dean level that is comparable to, or exceeds, NMU's size, scope, and mission.
- Proven ability to manage a variety of academic and student life activities, develop budgets, and design and manage efficient business and academic processes within a constrained resource environment.
- Demonstrated familiarity with accreditation, student learning outcomes assessment, strategic planning, on-line education, academic service learning, student retention strategies, and the measurement of institutional effectiveness.
- Ability to successfully implement a progressive and collaboratively-generated program for liberal studies.
- Applied knowledge of the collective bargaining process and contract implementation in a unionized environment, coupled with a personal commitment to shared faculty governance.
  - Exemplary oral and written communication skills, as evidenced, for example, by a history of communicating in a clear, open, and inspiring manner, and by background in preparing comprehensive reports, communiqués, and executive summaries.
  - Strong problem-solving and critical/creative thinking skills, evidenced by the use of effective data-driven decisions, strategic thinking, entrepreneurship, and sound judgment.
  - Excellent interpersonal skills, as evidenced by an ability to collaborate effectively with faculty, staff, students, and all major units of the University, as well as the broader community toward consensus and common action.
  - Unquestioned personal integrity, coupled with a track record of identifying bold and innovative actions which reflect wisdom and foresight.



- A decision-making approach that employs a consultative and collaborative approach in order to establish a viewpoint which is aligned with the campus goals and constituent needs. Having made a decision, persistence in implementing until/if circumstances dictate otherwise.
- Intellectual curiosity, as evidenced by an awareness of trends and developments in his/her field of endeavor, and the higher-education industry.
- High energy, as evidenced by a creative and energetic style which effectively adapts to the needs of situational demands, coupled with resilience, teamwork, and a good sense of humor.

### **Additional Information**

For more information, please visit the NMU Provost Search Website at <http://webb.nmu.edu/ProvostSearch/>.

### **Compensation**

Salary and benefits will be competitive and commensurate with experience.

### **Preferred Start Date**

July 1, 2012

### **Applications and Nominations**

The review of candidate materials will begin immediately and will continue until the position is filled. For best consideration, materials should be submitted no later than **January 1, 2012**. Application materials should include a letter describing the candidate's interest in and qualifications for the position, and curriculum vitae. Questions, requests for information, nominations, and applications should be directed to:

**Shelly Weiss Storbeck, Managing Partner and**  
**Traci L. Dove, Associated Consultant**  
**Storbeck / Pimentel & Associates, LLC**  
**Rose Tree Corporate Center II**  
**1400 N. Providence Road, Suite 6000**  
**Media, PA 19063**  
**386-283-4125 (phone); 610-565-2939 (fax)**  
**nmuprovost@storbeckpimentel.com (preferred)**

*Northern Michigan University is an equal opportunity employer.*