THE SEARCH

The University at Albany, State University of New York (UAlbany) seeks a distinguished academic and administrative leader to serve as the chief academic officer of the University. The Provost and Senior Vice President for Academic Affairs reports to the President and oversees the University’s eight colleges and schools: College of Arts and Sciences, School of Business, School of Education, College of Computing and Information, Rockefeller College of Public Affairs & Policy, School of Criminal Justice, School of Social Welfare, and School of Public Health. The Provost also oversees the libraries, undergraduate education, graduate education, international education, online and distance learning, faculty development, and other areas that support the University’s academic mission. In addition, the Provost has budgetary responsibility for the academic enterprise.

The Provost will work closely and collaboratively with members of the President’s cabinet, the deans, and faculty and administrative leaders to implement and refine a strategy for the University to create and sustain excellence across the academic enterprise and to promote interdisciplinary in research and teaching.

The successful candidate will be a strategic and innovative academic leader with a track record of success in galvanizing a transparent agenda, inspiring people, and managing change. A strong understanding of budgeting and the economics of the public academic enterprise is required. This individual must hold an earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching commensurate with an appointment as a tenured full professor.

The executive search firm Isaacson, Miller has been retained to assist in this search. All
applications, inquiries, and nominations should be directed to the search firm as indicated at the end of this document.

The new Provost will join UAlbany at a time of great potential in the institution’s history under the leadership of President Robert J. Jones, who assumed office in January 2013. In September 2013, President Jones outlined four “stakes” in his inaugural address as the 19th president of the University at Albany:

1. Expanding the portfolio of degree-granting programs.
2. Recruiting more out-of-state and international students.
3. Broadening the role as a University engaged in the community.
4. Growing the resources to fulfill UAlbany’s ambition.

These stakes are meant to serve as a framework to organize and prioritize the University’s efforts toward the next level of academic excellence.

THE ROLE OF THE PROVOST

The University has embraced the President’s stakes and is eager to work with a new Provost to harness the momentum that has been created in connection with the institution’s leadership transition.

The Provost reports to the President and is the chief academic officer of the University. S/he plays a key role, in close partnership with the President, in long-range strategic planning and implementation and in the integration of academic programs. S/he has the primary responsibility for advancing the University’s mission in the areas of teaching, scholarship, research, and creative activity, and also has oversight of the areas that support the academic mission.

The Provost has responsibility for academic budgeting and fiscal planning, manages a budget of $210 million, and allocates resources consistent with the University’s strategic plan. S/he will be expected to address the following opportunities and challenges.

OPPORTUNITIES AND CHALLENGES

Create a strategy to realize the goals in the University’s strategic plan and the President’s four stakes.

The Provost will work collaboratively with faculty to establish specific academic goals that are consistent with the framework provided by the strategic plan. The Provost will maintain the
momentum of those initiatives to strengthen existing programs, while also establishing new initiatives and opening up new sources of revenue. In consultation with the faculty, the Provost will set academic priorities and link them to the budget process and the allocation or redeployment of material resources. The Provost must have the intellectual breadth and curiosity to understand and engage all academic units across the spectrum, from the liberal arts to the sciences to the professions. S/he should also support the academic and personal growth of students, enhancing means to engage them with faculty and the community.

The Provost will appreciate the challenges facing higher education in the next decades and proactively prepare the University for significant changes that may lie ahead. These include the evolving nature of student learning, the need to recruit out-of-state and international students, the increasing use of technology in creating and disseminating knowledge, and the challenge to traditional disciplinary boundaries.

Increase externally funded research.

Over the past decades, the University has significantly enhanced its external stream of funding, which has amplified the basic and applied research activities of faculty in many disciplines and has enriched the educational enterprise. It is anticipated that the Provost will support and encourage the expansion of research within and across academic units. The Provost will be attentive to changes in the federal funding landscape and work with academic leaders to support research by building robust and diversified revenue streams.

Foster a culture of collaboration and institute structures to encourage interdisciplinary activity.

The University has strength in a diverse array of disciplines and has built successful interdisciplinary initiatives. The Provost is expected to foster collaborative efforts with the aim of increasing interdisciplinary programs and research by encouraging linkages of the foundational core disciplines in the arts and sciences with the professional schools. Working closely with faculty and university leaders, the Provost will establish a sustainable model for interdisciplinary scholarship, programs, centers and institutes. In addition, to leverage resources, the Provost will facilitate cooperation between programs at UAlbany and other campuses (both inside and outside the SUNY system) as well as with the business community and other non-university organizations.

Actively facilitate the hiring of new faculty and higher level administrative leadership required to support the University’s growth and vision.

The growth in enrollment and programs with funding provided by SUNY 2020 (an initiative explained below) will allow the Provost to hire a significant number of faculty. In addition, it is anticipated that several dedicated, long-term deans will be retiring in the next few years, and the Provost will be instrumental in the selection of new leaders for several key academic units.
In collaboration with deans and department chairs, the Provost will champion the recruitment, retention, and promotion of faculty of high academic quality. The Provost will foster a climate of academic excellence by maintaining high standards for faculty productivity and quality of teaching and service. S/he will nurture faculty by providing support for continuing development and by building a culture that retains the best faculty in the face of attractive alternatives. The Provost will work with deans and faculty to develop highly promising areas of research by building critical clusters of expertise for the future. S/he will balance the University’s research and teaching missions to ensure that teaching resources meet the demands for quality instruction.

The Provost will appreciate the vital role that a diverse faculty plays in strengthening the quality of research and teaching. Therefore, recruiting and retaining diverse faculty and administrators will be a priority for the Provost.

**Champion a welcoming and inclusive climate for an increasingly diverse community.**

The University’s prides itself on being a diverse and inclusive community; however, continuing investment of energy and resources is needed to promote the recruitment, success, and retention of students, faculty, and staff from diverse backgrounds. The Provost will need to be a committed and passionate spokesperson for inclusive excellence.

**Enhance the global activities and perspectives in the University’s academic programs, research, and campus life.**

As a public institution in an increasingly diverse society, the University aims to provide students with an awareness and understanding of global issues. This involves the design of curricula to bring international perspectives to the classroom as well as growing the number of international students who offer diverse perspectives based on their own social, political, and cultural experiences. It also includes increasing the opportunities for domestic students to study abroad and for faculty to conduct and disseminate research internationally. The Provost, together with a new Vice Provost for International Education, will provide leadership to promote the University’s internationalization efforts.

**Create and lead an effective administrative structure with systems to foster collaboration and innovation while managing growth and change.**

The Provost will create a structure that finds an appropriate balance between the leadership roles of the provost’s staff, deans, and departments, and the day-to-day executive management required in a provost’s office. S/he will support and encourage the professional development of a strong leadership team, empowering people to make and implement decisions consistent with the University’s vision and strategy.
PROFESSIONAL AND PERSONAL QUALIFICATIONS

The individual who assumes the position of Provost must be a recognized and accomplished researcher and scholar in his or her discipline who can serve the University as a strategic, flexible, and collegial leader and has a demonstrated commitment to excellence in research, scholarship, and teaching. The Provost will have an appreciation for and understanding of the political, financial, technological, and global challenges facing public universities, and provide effective and innovative leadership notwithstanding these complexities.

In addition, the successful candidate will possess most, if not all, of the following qualities or experience:

- An earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching requisite for an appointment as a tenured full professor.
- Experience in guiding the implementation of a strategic plan, establishing metrics, measuring progress, and adapting as necessary.
- Strong financial management skills; an astute understanding of university finances and the relationships between academic priorities and budgeting.
- Impeccable academic judgment. A record of appreciating excellence and contributing to the growth and innovation within programs, departments, or schools, and participating in the successful recruitment and retention of a superb faculty.
- A powerful affinity for, and commitment to, the mission and values of a public university; enthusiasm for UAlbany; and an ability to bring campus constituencies to consensus.
- An ability to build bridges among academic disciplines, and a commitment to facilitating the potential of collaborative activities across institutional and disciplinary boundaries.
- An appreciation for the importance and challenge of maintaining a healthy, productive balance between outstanding scholarship and high-quality teaching.
- An understanding of, sensitivity to, and respect for, the concerns and interests of faculty, staff, and students.
- Demonstrated commitment to shared governance in planning and managing change, and the skills to reduce conflict and promote a sense of shared commitment to change.
- A commitment to diversity, including individual action and institutional leadership to advance diversity and inclusion.
- Demonstrated commitment to the education of students, the ability to envision and advance the importance of general education, and a thorough grasp of the significance of graduate education and lifelong learning.
- Commitment to advancing international programs.
- Outstanding listening and communication skills.
• A high degree of integrity paired with a fair, collaborative, and transparent leadership style that will succeed in an environment of shared governance.
• Ability to work effectively within a unionized institutional environment.
• The ability to thrive in the public sector with well-developed political and diplomatic skills, adept at representing the institution’s missions and goals with both the executive and legislative branches of state government.

THE UNIVERSITY

Located in state capital of New York, a thriving tri-city area with a population approaching 900,000, the University at Albany is a public research university with very high research activity that enrolls 12,878 undergraduate students, 4,434 graduate students, and employs more than 1,000 faculty and nearly 3,600 staff. The overall FY2014 budget for the University is $474 million. UAlbany has more than 162,000 living alumni, including many top academic, artistic, policy, research, and business leaders.

Background

The University at Albany has a rich history dating back more than 150 years. Established in 1844 in a historic building donated by the city of Albany, the then New York State Normal School, the first state-chartered public institution of higher education in New York, was founded in Albany to train teachers. For nearly 50 years, the school provided a two-year education to students from across the state.

By 1890, the evolving school system in New York required a new approach to teacher training. The Normal School gradually made changes: a four-year program, new curricula, new faculty, and new standards for student enrollment. In 1914, the institution officially became known as the New York State College for Teachers.

By 1962, the College had earned national distinction. In that same year, the State University of New York system of higher education underwent a rapid expansion in response to rising needs. The College joined the system as one of four University Centers and became a broad-based public research institution.

Today, the University at Albany is a major public research university where students and faculty collaborate to conduct life-enhancing research and scholarship in a wide range of disciplines. With nationally respected programs, top-ranked professors, and a strategic location in New York’s capital, UAlbany offers an excellent education to 17,312 students at the graduate and undergraduate levels.
The SUNY System

The State University of New York (SUNY) is the nation’s largest and most comprehensive state university system, consisting of 64 campuses, including major research universities, health sciences centers, comprehensive and technical colleges, and community colleges committed to providing a broad range of outstanding academic programs for students within New York and from around the world.

SUNY enrolls more than 465,000 students, half of them in community colleges; has more than 88,000 employees; and has a projected all-funds budget in excess of $10 billion. The University at Albany is one of four University Centers in the SUNY system along with the University at Binghamton, the University at Buffalo, and the University at Stony Brook. The system annually receives upwards of $1 billion in sponsored research. SUNY is both a significant force in higher education nationally with an increasing global impact, and a vital economic, social, and cultural engine for the State of New York.

Nancy Zimpher was appointed Chancellor of the SUNY system in June of 2009. She has articulated a number of themes in a strategic plan for the SUNY system, which generally aligns well with UAlbany strengths. Among them are student success and completion, a healthier New York, community involvement, universities as social and economic drivers, and globalization (SUNY and The World).

Academic Programs

The University at Albany offers 118 undergraduate majors and minors and 138 graduate programs in eight schools and colleges:

- College of Arts and Sciences
- School of Business
- School of Education
- College of Computing and Information
- Rockefeller College of Public Affairs & Policy
- School of Criminal Justice
- School of Social Welfare
- School of Public Health

UAlbany is moving ahead with plans to develop a portfolio of engineering programs that will begin in the College of Computing and Information.

The University’s graduate programs include doctoral degrees in over 40 disciplines. Many of these programs are nationally ranked, among them are Clinical Psychology, Criminal Justice, Information Science, Public Administration, and Sociology and Social Welfare. UAlbany has 8
graduate programs ranked by *U.S. News & World Report* (2014) in the nation’s top 25, 12 in the top 50, and an additional 17 in the top 100.

UAlbany’s Honors College includes some of the brightest and most serious undergraduate students at the institution. Students in the Honors College can choose to live in honors housing facilitating the students’ ability to study together and more easily attend events sponsored in and by the College.

**Faculty and Governance**

Across the University, a rich learning and research environment is marked by a highly accomplished faculty, who are essential to delivering high quality academic programs. The faculty is comprised of nationally and internationally visible researchers and scholars and highly dedicated teachers.

UAlbany’s full-time faculty, over 620 strong, proudly supports the University’s mission as an institution that values both excellence in research and scholarship as well as teaching. The University is particularly proud of the linkages between its faculty, their research, and the local community. Together these collaborations and initiatives make contributions to social policy and services, to social and economic development, and to the enhancement of the technology industry in the region and throughout the State of New York.

University at Albany’s faculty members are represented by the United University Professions (UUP) union. UUP negotiates on behalf of its membership (including more than 35,000 members on 29 state-operated SUNY campuses and System Administration) with the state of New York. Throughout its history, UUP has acted in the best interest of its members, and those efforts have benefited thousands of UUP members, the SUNY community and the entire state.

The campus governing body, the *University Senate*, includes representatives of all segments of the University community—faculty, staff, administration, and students. The University culture values its strong tradition of shared governance through the University Senate and considers collaborative decision making to contribute significantly to the atmosphere of excellence. In addition, UAlbany is represented on the SUNY Senate, a statewide body.

**Research**

The University has long sought to distinguish itself as a university where both teaching and research are highly valued and integral to the University’s mission. The University has received significant federal funds from the U.S. Department of Health and Human Services, the U.S. Agency for International Development, the National Science Foundation, and the U.S. Small Business Administration. The University at Albany had expenditures of $87.4 million in externally funded research, scholarship, and creative activities in the FY12-13. These external funds included about $36 million in federal grants and $38 million in federal flow-through. In addition, the New York State Department of Health (DOH) has an MOU with UAlbany, wherein
DOH employees can obtain support from the University and full time faculty status without compensation. DOH grants are managed by Health Research, Inc. (HRI), and UAlbany affiliated faculty in the DOH received $99.5 million in external funds. The Wadsworth Center, a research intensive public health laboratory of the New York State Department of Health, supports scientific investigation and research aimed at improving public health through science, and the School of Public Health at UAlbany originated from the Department of Health.

Research expenditures at the University are largely weighted towards public service sector and workforce development. Significant sums support research in STEM disciplines across the entire University as well as in Public Health, Education, and the Social Sciences. The University has several areas of strength, many of them contributing not only to disciplinary knowledge but also to the welfare of the region, the state, and the nation. There are strategic research initiatives within these areas, which include climate and sustainable energy, life sciences, public service and policy, and emerging technologies, as well as business and entrepreneurship, and liberal arts and sciences. Many of these disciplines involve data analytics, which has become a key focus area of the UA2020 plan.

In the area of health, the School of Public Health is home to the Cancer Research Center and has particular strength in areas of epidemiology and community based policy research. The RNA Institute in the College of Arts and Sciences leverages a new paradigm for the development and delivery of innovative medicines, vaccines, and diagnostics. Scientists in the University Life Sciences Research Initiative collaborate on biomolecular structure and function to solve problems of human health and disease, and a particular strength in neurosciences is evident.

The College of Computing and Informatics is home to the Institute for Informatics, Logics, and Security which has several projects funded by IARPA, including an investigation of language dynamics across various media and cultures. It also has a history of funding with businesses such as Lockheed Martin.

The Humanities are also home to six centers, including the Center for Applied Historical Research and the New York State Writers Institute, founded by a world-renowned author and recipient of the Pulitzer and MacArthur prizes. The Departments of Music and Theatre offer performances throughout the academic year and the University Art Museum, which has attracted substantial external funding in recent years, features exhibitions of contemporary art and, in collaboration with the Department of Art and Art History, an annual MFA exhibition.

**Students**

UAlbany has largely drawn its applicants for undergraduate education from New York State, principally from the Lower Hudson Valley, New York City, and Long Island. Under President Jones’ leadership, the university has made it a priority to increase enrollments of both out-of-state and international students for undergraduate admission. In 2013, UAlbany received over 21,000 applications for admission. Accepted freshmen had a high school GPA of 91 and mid-range SAT of 1090-1240. Currently, over 40 percent of UAlbany’s student population is
comprised of minority populations, including African American, Asian American, Latino/Hispanic, and Native American students. States contiguous to New York and states in the Northeast are considered a market for recruitment efforts that can broaden the University constituency and strengthen its budget. About five percent of the undergraduate students are from out-of-state, and another seven percent are international. The University provides its students with exposure to the global community, which includes attracting students from other countries as well as providing opportunities for international study. Approximately 400 students (three percent of the undergraduates) take advantage of a study abroad experience each year.

There are 4,434 graduate students at UAlbany, split approximately in half between full-time and part-time enrollment. Well over one-third are doctoral students, with three-quarters of the graduate students being residents of New York. The largest enrollments are in the College of Arts and Sciences and the School of Education, with additional substantial enrollments in Social Welfare, Business, Public Health, and Computing and Information, and the Rockefeller College.

**Student Life and Intercollegiate Athletics**

The University strongly believes that student involvement outside the classroom provides learning opportunities and experiences that enhance student development and lead to success. UAlbany has more than 200 different student organizations, ranging from recreation, honors societies, cultural groups, and professional development organizations to multicultural societies.

The University residential facilities are operating at or near capacity, housing approximately 7,200 students in their available beds. The majority of residents, or about 5,000 students, are housed at the Uptown Campus quadrangles. All University freshmen are housed in two of these quads, which provide a program focused on enhancing the freshman experience and include several Living Learning Communities focused on academic interests. The University requires freshmen and sophomores to live on-campus, with the exception of those whose home is within 50 miles of the University.

UAlbany’s intercollegiate athletics program, with 19 sports and 500 student athletes competing at the NCAA Division I level, has achieved increasing success. Since UAlbany elevated its athletics program to Division I in 1999, they have won 74 conference titles, made 31 NCAA tournament appearances, and produced 14 Academic All Americans, and 50 All Americans. In addition, UAlbany student athletes across all sports have an 80 percent graduation rate and attain a cumulative GPA of 3.0. They also invest annually more than 2,000 hours in community service in the Capital Region.

**Campuses**

**The Uptown Campus,** the University’s main campus, has been described as “a distinctive work of modern art.” Designed in 1961-62 by renowned American architect Edward Durell Stone, the campus bears Stone’s signature style of bold unified design, expressed by its towers, domes, fountains, soaring colonnades, and sweeping canopy. In recent years, an aggressive program of
new construction has expanded the Uptown Campus with several new and renovated academic buildings, as well as new and expanded student housing and modern indoor and outdoor athletic facilities. Over 6000 students enjoy housing in residence halls on the Uptown Campus.

The Downtown Campus is a classic Georgian-style complex that served from 1909-1966 as the main campus. It houses the Rockefeller College of Public Affairs and Policy, the School of Criminal Justice, the School of Social Welfare, and programs of the College of Computing and Information Sciences. The campus currently has a multi-phase renovation plan.

The East Campus, established in 1996, marked UAlbany's expansion to Rensselaer County. It is home to the School of Public Health, the Cancer Research Center, and a burgeoning business incubator program.

Financial Resources

The FY2013/2014 “All Funds” budget for UAlbany totals $474 million. This includes an operating budget of $170 million; an auxiliary budget of $230 million; and $74 million in grants and contracts. The budget does not reflect grant and contract activity for cooperative work with the New York State Department of Health. Tuition is currently the largest component of the operating budget, though tuition remains a modest $6170 for the academic year ($8527 with mandatory fees) for in-state undergraduates.

UAlbany has prepared a strategic investment plan, UAlbany Impact, in response to Governor Andrew Cuomo and Chancellor Nancy Zimpher’s NYSUNY 2020 Challenge Grant Initiative. Signed into law, NYSUNY 2020 provides for a rational and predictable 5-year tuition plan to build the University at Albany and other SUNY campuses across the State. By FY2016, NYSUNY 2020 will have enabled the University to add 187 new faculty positions and 355 new support positions while increasing enrollment by 1,350 new students. Overall, the University at Albany’s NYSUNY 2020 plan is projected to generate $1.8 billion of economic impact across the Capital Region.

The State of New York has provided significant support for capital improvement. The Governor and New York State Legislature have provided over $220 million to UAlbany for the first four years of the five year capital plan (2008-2013) and have committed to funding an additional estimated $33 million for the next year with plans to continue that support into the future. As part of a multi-year capital plan, UAlbany constructed a new $54 million building for its School of Business, a new $30 million data center for Information Technology Services, and renovated and expanded the uptown campus center, dining halls, residence halls, and athletic and recreations facilities.

Alumni and Development

UAlbany’s 162,000 alumni are sources of both pride and strength. They include highly respected educators; public servants; leaders in business, industry, science, medicine, and law; acclaimed
writers, photographers, and entertainers; and volunteers committed to the greater good, both locally and globally.

Development efforts have been growing as demonstrated by the increase of the endowment in the last five years from $23 million to more than $45 million dollars. There is significant effort to expand the level of contributions from alumni and friends of the University. Private philanthropic gifts have increased in each of the last four years, including the receipt of three very large gifts, one of five million and two of one million dollars each, for the support of scholarships, athletics, and endowed chairs.

Location

The University's location in the state capital of New York provides students and faculty with unique opportunities for internships, research, and public service. The area is also a vibrant center for culture and entertainment. Among its attractions are the New York State Museum and Library, and the Times Union Center, a major Northeast entertainment and sports venue. The city of Albany will soon construct a new Convention Center. Close by are the Berkshires, the Catskills, Saratoga, and the Adirondack Mountains, areas famed for recreational and cultural opportunities, including the Saratoga Performing Arts Center, which annually hosts the New York City Ballet; the Philadelphia Orchestra; and a variety of other types of dance and musical performances. Saratoga also is famous for its summer horse racing and associated activities. Directly across the Massachusetts border, Tanglewood and Jacob’s Pillow also host numerous cultural activities. Festivals and concerts of many types are abundant throughout the summer months. The winter offers easy access to skiing, and hiking, camping, and other outdoor activities are available year-around.

Albany is easily accessible to New York City by car or train (2.5 hours) as well as Boston (2.5 hours) and Montreal (3.5 hours).

The University plays a major role in the economic development of the Capital Region and New York State, particularly through its programs in biotechnology and biomedical sciences, programs in which University researchers work closely with governmental and business partners. Recently, the Wall Street Journal listed the Capital Region as one of seven "up and coming innovative centers" in the nation, serving as a role model for growing technology jobs. In June 2011, Forbes ranked Albany, New York as one of the top 100 places for business and careers.

Community Engagement

Throughout its history, UAlbany has evolved and grown to meet and address the changing needs of society, and it continues to do so. The University’s Strategic Plan articulates a vision for an innovative contemporary university and defines six key goals designed to capitalize on UAlbany's strengths. As a regional anchor with approximately 40,000 alumni living in the Albany area, UAlbany feels an obligation and desire to address leadership, workforce, and research needs in the community as well as in the state and world. UAlbany is involved in over
60 programs in the region’s K-12 education – from STEM and college readiness programs to various programs to support high-need students. The University provides college level courses to over 10,000 students a year from over 200 high schools in 35 New York counties. Its faculty and staff assist New York’s smaller cities and towns in addressing health care disparities and they partner with state and county offices to help the aging live independently. Through research, internships, community service, service learning, and volunteerism, UAlbany faculty, staff, and students have a significant impact on the quality of life in surrounding communities. In addition, the University serves the community as a major presenter of the arts and humanities in the Capital District and region, organizing several exhibitions at the University Art Museum and hosting over 400 public events annually at the Performing Arts Center.

TO APPLY

Review of nominations and applications will begin immediately and will continue until the position is filled. All inquiries, nominations/referrals and applications (including resumes and letters of interest responding to the position challenges and objectives outlined above) should be sent electronically and in confidence to:

Pamela Pezzoli, Managing Associate
Kathryn Barry, Managing Associate
Michael A. Baer, Vice President

1300 19th Street, NW, Suite 700
Washington, DC 20036

To submit nominations or applications, please visit: www.imsearch.com/5149

State University of New York System Administration is an affirmative action, equal opportunity employer and does not discriminate on the basis of race, sex, color, national origin, religion, marital status, age, sexual orientation, gender identity, veteran or military status, disability, genetic predisposition or carrier status, or domestic violence victim status.