



Provost and Vice President for Academic Affairs

Shippensburg University, a proud member of Pennsylvania's State System of Higher Education, announces the search for its next Provost and Vice President for Academic Affairs. The provost will be a visionary thinker and proven academic leader with demonstrated strength in building and supporting a diverse community, a nimble and creative approach to evolving academic programs, and a passion for empowering students to become independent, responsible thinkers who are well prepared for careers or further studies. Partnering with President Laurie A. Carter and the members of the Executive Management Team, the provost will exercise stewardship for the University and capitalize on opportunities to grow and create positive change within the institution and the surrounding community.

About Shippensburg University

Founded in 1871 as the Cumberland Valley State Normal School during the post-Civil War teacher education movement, Shippensburg was the first institution in the Commonwealth to become a state teacher's college. Later, Shippensburg became the first teacher's college in the state to receive accreditation from the Mid-States Association of Colleges and Schools. With a student body of over 6,000 undergraduate and graduate students, and more than 340 faculty, Shippensburg values its student-centered culture and its ability to build engaging, immersive relationships between students and faculty.

Shippensburg University is one of 14 universities in the Pennsylvania State System of Higher Education. Valuing collaboration and coordination in the delivery of high-quality educational opportunities, the State System is the Commonwealth's largest provider of higher education serving more than 100,000 students. In September of 2018, [Dr. Daniel Greenstein](#), formerly of the Bill and Melinda Gates Foundation, became the fifth chancellor of the State System.

Mission and Vision of the University

Student learning and personal development through highly effective and innovative teaching, complemented by a wide variety of out-of-class experiences, serve as the hallmarks of Shippensburg University. The highest goal of the University is for its students to develop the intellectual, personal, and social capabilities they need to perform as competent citizens. Committed to public service in its community, the University works closely and collaboratively with other organizations at the institutional, programmatic, and individual levels to develop common goals, share resources, and invest cooperatively in the future of the fast-growing region. The University's core values are expressed in the four priorities of student success, telling our story, community engagement, and quality.

Shippensburg University's vision is to be recognized as a premier public comprehensive university that provides high-quality education for students and a wide array of programs and services to meet the needs of the broader community. Overall, the University strives to help build a better, stronger South Central Pennsylvania and beyond, economically and culturally, through recruiting, retaining, and developing students, faculty, and staff who have the abilities, skills, and values to contribute to their community in an evolving world.

Academics

Shippensburg University offers over 100 undergraduate programs in the College of Arts and Sciences, the College of Education and Human Services, and the John L. Grove College of Business. The School of Graduate Studies offers 57 graduate programs and three doctoral programs, while the Professional, Continuing, and Distance Education Studies program offers courses, certificates, and degrees for professionals through online, evening, weekend, and accelerated program options.

In Fall of 2016, the University launched its Bachelor of Science in Business Administration (BSBA) Entrepreneurship Program, the only such program in the State System. Shippensburg is also the only institution in the State System to offer engineering degrees, including the first electrical engineering program in the System, and Accreditation Board for Engineering and Technology (ABET)-accredited computer engineering, software engineering, and computer science programs.

Shippensburg University is accredited by Middle States Commission on Higher Education. Discipline-specific accreditors include The Association to Advance Collegiate Schools of Business (AACSB International), ABET, Inc., Academy of Criminal Justice Sciences (ACJS), Accrediting Council on Education in Journalism and Mass Communication (ACEJMC), American Chemical Society (ACS), Council on Social Work Education (CSWE), Council for the Accreditation of Counseling and Related Educational Programs (CACREP), International Association of Counseling Services (IACS), and the National Council for the Accreditation of Teachers (NCATE), with an expected transition to the Council for the Accreditation of Educator Preparation (CAEP) standards.

Faculty

More than 340 faculty members account for an average 20:1 undergraduate student to faculty ratio, providing personalized attention and teaching relationships that can last a lifetime. Approximately 80% of faculty are full time and about 44% of faculty are women. Terminal degrees are held by 94% of tenure-stream faculty and tenured faculty members represent roughly 70% of the instructional staff. Many of the University's distinguished faculty members have received prestigious honors including the Fulbright Scholar award, the Martin Luther King Humanitarian Award, "Educator of the Year Award" from the Pennsylvania Association of Colleges and Teacher Educators (PAC-TE), "Distinguished New Faculty" award from the International Conference on College Teaching and Learning (ICCTL), and "Outstanding Faculty Service" award from the University Professional and Continuing Education Association (UPCEA) of the Mid-Atlantic region.

Collective Bargaining

Shippensburg University employs members of collective bargaining units including APSCUF (faculty across all PASSHE institutions), which includes a division for non-teaching coaches, AFSCME (staff), OPEIU (nurses), PSSU (social services), SCUPA (professionals), SPFPA (campus security), and SEIU's Pennsylvania Doctors Alliance division. Non-represented employees include those who hold administrative and managerial positions such as accountants, bursars, registrars,

human resource generalists, maintenance managers, information technology specialists, and academic deans.

About the President

In August of 2017, Laurie A. Carter became the 17th president of Shippensburg University. Prior to joining the University, President Carter was the executive vice president and university counsel for Eastern Kentucky University, a regional public university enrolling more than 16,000 students in Richmond, KY. In that role, President Carter created the Student Success Center, initiated a program for first-generation college students, provided leadership for 33 departments, and oversaw a budget of more than \$71 million.

Prior to her tenure at Eastern Kentucky, President Carter served as vice president for arts education at the New Jersey Performing Arts Center. Previously, she held various positions of increasing responsibility for 25 years at The Juilliard School, considered the nation's premier performing arts college. President Carter's tenure at Juilliard encompassed roles as director of student affairs, assistant dean for student relations, legal adviser, associate vice president and vice president for legal and student affairs, and founding executive director of jazz studies at the prestigious performing arts school.

President Carter has taught at Eastern Kentucky, Juilliard, and Seton Hall University. She is a member of the Kentucky and New York State bar associations; the National Association of College and University Attorneys; and the National Association of Student Personnel Administrators. She is a graduate of Clarion State College, now known as Clarion University of Pennsylvania. In addition to the Bachelor of Science in communications degree she earned from Clarion, President Carter also has a Master of Arts degree in communications from William Paterson College and a Doctor of Law degree from Rutgers School of Law–Newark.

An innovative change agent, President Carter has forged a progressive executive management team to build upon Shippensburg University's successes and lead the institution in fulfilling its mission and vision. President Carter and the Provost and Vice President for Academic Affairs are joined on the executive management team by the University's Chief Strategy Officer, Senior Vice President for Finance and Administration, Vice President for Enrollment Management and Student Success, and Chief External Relations Officer.

Students

In 2018, enrollment was approximately 6,400 students, comprising 5,500 undergraduates and 900 graduate students. While the majority of students come from Pennsylvania, the student body includes individuals from over 20 other states and 15 countries. The first year student retention rate is 71% and the six-year graduation rate is 52%. Roughly one-third of first year students receive Pell aid. Over three-quarters of first year students live on campus in one of six suite-style residence halls. Student life at Shippensburg University includes more than 150 student clubs and organizations. With 20 Division II Intercollegiate Sports teams, many opportunities arise for students to cheer on the Shippensburg University's Raiders. The University is a recent winner of the Dixon Trophy, an award given to the top overall athletics program in the Pennsylvania State Athletic Conference, and its women's field hockey team recently won its third consecutive national championship.

The Campus and Community

The Shippensburg University campus is located on 210 rolling acres overlooking the borough of Shippensburg. Tree-lined streets and walkways connect more than 50 campus facilities, including

student residences, classroom and laboratory buildings, athletic facilities, administrative offices, and maintenance offices and shops. The University's campus reflects its venerable history, with period architectural styles preserved, while newer construction exemplifies contemporary tastes and materials. Accessibility and sustainability are guiding principles in the development of the University's physical environment. Campus-wide green initiatives have been an ongoing feature of institutional life for years.

The borough of Shippensburg, host community to the University, offers a high quality of life and is located in the fastest-growing region of Pennsylvania. While the borough's population was 5,492 at the 2010 census, it is part of the Harrisburg–Carlisle metropolitan statistical area, with a population approaching 700,000. Forty miles northeast lies Harrisburg, a majority-minority city, with a population that is 52% black and 18% Hispanic. Harrisburg is the metropolitan center for some 400 communities. In 2012, Volvo Construction Equipment engaged in a \$100 million expansion project and relocated its American headquarters to Shippensburg. Its economy and more than 45,000 businesses are diversified with a large representation of service-related industries, in particular healthcare and a growing technological and biotechnology industry. The largest local employer is the state government, which provides stability to the economy. The region's extensive transportation infrastructure, including an international airport, has allowed it to become a prominent center for trade and supply chain activities including warehousing, and distribution. Shippensburg also is readily accessible by car or train to Philadelphia, Pittsburgh, Washington, D.C., Baltimore, and New York.

The Role of the Provost and Vice President for Academic Affairs

Reporting to the president, the Provost and Vice President for Academic Affairs serves as the chief academic officer for the University and a key member of the president's executive management team. The provost is responsible for ensuring University academic programs and faculty are student-centered and of the highest quality. Partnering with the faculty, academic deans, the president, and the executive management team, the provost fosters growth in student populations and academic offerings to meet the current and emerging civic and economic needs of the region.

Opportunities and Challenges

Under the dynamic leadership of President Carter, the University is in the midst of an exciting period of positive change and momentum. The provost will help to foster that change and effectively contribute to the University's forward impetus through addressing the following priorities:

Cultivate and effectively position the University's burgeoning programs in the fields of allied health, engineering, and the Honors College. Shippensburg University has a strong foundation as a comprehensive liberal arts institution with important contributions coming from the arts, humanities, and social sciences. These fields are complemented by the Pre-Health Professional Programs of the University, which are a growing area of study with an aim to better meet the needs of the surrounding geographic community and provide students with valuable hands-on experience. Shippensburg is proud to be the only Pennsylvania State System of Higher Education institution to offer degrees in Civil Engineering, Computer Engineering, Electrical Engineering, Mechanical Engineering, Software Engineering, and Computer Science with its newly formed School of Engineering. The long-standing Honors Program recently became the Wood Honors College and is dedicated to promoting scholarship, leadership, and service in an atmosphere of creative learning and intellectual exploration. These new offerings enable the University to distinguish itself in ways that are both mission-centered and market-smart.

Oversee and develop further the Office of Professional, Continuing, and Distance Education (ShipPCDE) to provide more unique learning opportunities for adults and online students. ShipPCDE strives to offer a wide variety of courses and credit and non-credit programs, degrees, and certificates, to accommodate busy lifestyles via online, hybrid, blended, and off-campus learning formats. Believing in the value of a lifelong education, and working to ensure there are ample opportunities available for students in every stage of their professional career, ShipPCDE also partners with employers to provide customized training and professional development programs. Demographic trends and evolving preferences of traditional and post-traditional students dictate that student-centered institutions provide high-quality programs in new ways. The provost will work with stakeholders across the institution and beyond its borders to ensure that Shippensburg University meets its commitments to its current and future students and the region it serves.

Work closely with the University's collective bargaining units to build mutually beneficial working relationships between the University and collective bargaining agreement (CBA) members. With the vast majority of faculty and staff belonging to a collective bargaining agreement, the provost will have responsibility for leading the academic enterprise in ways that honor the CBA. This will entail ensuring that current and future directions align with the CBA and move the University in directions that serve its mission and students. These institutional features and the well-documented exogenous forces in higher education that require greater institutional agility heighten the importance of frequent and open communication with the faculty and union leaders.

Partner with the Vice President for Enrollment Management and Student Success to increase sustainable student enrollment. The recent 11% growth in enrollment for incoming first-time college students provides momentum to continue to build an attractive and compelling proposition for students to choose Shippensburg University for their education. Opportunities abound to increase the University's presence within the community along with promotion of the new School of Engineering, Doctorate of Business Administration, Doctorate in Counselor Education and Supervision, the Wood Honors College, and ShipPCDE to boost sustainable enrollment.

Foster the University's presence and positive impact within the surrounding geographical community and develop vibrant partnerships with area businesses and organizations. Numerous opportunities exist for the provost to build reciprocal partnerships with local industries, businesses, and communities. In collaboration with the Chief Strategy Officer, faculty, and existing centers, including the Shippensburg Community Resource Coalition, the Center for Land Use and Sustainability, the Diller Center for Entrepreneurial Leadership and Innovation, and the Small Business Development Center, the provost will develop partnerships that enhance the quality of education and service Shippensburg University provides to its students and other constituencies. Additionally, the provost can help to expand the University's global footprint through enhancing the Center for Global Education and its opportunities for study abroad programs and attracting international students and faculty.

Desired Qualities, Qualifications, and Experience

The ideal candidate will be a visionary leader and a savvy academic innovator with strong interpersonal skills, a deep understanding of and commitment to the mission and values of Shippensburg University, a terminal degree within a department or program offered by the

University, and a thorough understanding and appreciation of the University's student-centered culture. The ideal candidate will be an imaginative and experienced leader with a diverse and long-standing track record of proven success within a contemporary academic environment, and possibly additional time and leadership experience outside of academia. In addition, the ideal candidate will:

- Have the ability to lead in a collegial, collaborative, inclusive, and transparent style with empathy, passion, creativity, a positive outlook, stamina, and a strong work ethic;
- Possess a robust record of teaching, scholarship, and service that resulted in tenure and success with progressively advanced academic administrative responsibilities;
- Exhibit outstanding active listening skills with strong interpersonal and communication skills;
- Use data meaningfully and regularly to inform decisions and communicate decisions with clarity and transparency;
- Demonstrate success in growing and leading academic programs and curricular development and assessment;
- Have the energy, enthusiasm, and ability to engage and inspire the academic community and to spark and nurture innovative thinking;
- Value shared governance and demonstrate a natural ability and desire to build trusting relationships with faculty and to facilitate shared governance;
- Be capable of clearly and persuasively communicating Shippensburg University's identity and mission to faculty, staff, students, and external constituencies;
- Possess hands-on experience in overseeing, promoting, and assessing faculty teaching, research, advising, and service;
- Exhibit a strong commitment to student success, not only inside the classroom, but also through activities such as experiential learning and career exploration;
- Be skilled at hiring, promoting, and retaining a talented and diverse faculty and staff;
- Demonstrate mediation skills and success in effectively working with members of collective bargaining agreements, fostering productive and healthy relationships between union members and University leadership;
- Possess a record of and personal interest in fostering multi-cultural competence and growing diversity and inclusion among faculty, staff, and students as well as closing equity gaps in student outcomes;
- Bring a global perspective with expertise or a demonstrated interest in international education, programs, and partnerships;
- Actively engage and partner with the surrounding communities, school districts, and businesses, building partnerships and fostering good will;
- Support and promote the appropriate role of technology and digital scholarship in the service of innovation and excellence in teaching and research;
- Partner effectively with University leadership in delivering the academic mission and strategic plans;
- Exhibit sound judgment and accountability with respect, courage, and integrity;
- Possess the ability to be decisive, timely, persuasive, and tolerant of ambiguity;
- Be a partner with advancement in securing funding to support the academic portfolio and vision of the university;
- Have knowledge of and experience with strategic resource planning and allocation, including budgets;
- Demonstrate an entrepreneurial spirit and willingness to take hold of opportunities;

- Possess knowledge of trends and best practices in public higher education, including faculty roles in promoting student success; and,
- Embrace life in a small-town university environment.

Please send all inquiries, nominations, and expressions of interest electronically and in confidence to:

Jim Sirianni, Partner
Carol Fairborn, Associate
Storbeck / Pimentel & Associates, LP
ShipProvost@storbecksearch.com

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