AN INVITATION TO APPLY

PROVOST & SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS
BOWLING GREEN STATE UNIVERSITY
BOWLING GREEN, OHIO

THE SEARCH

Bowling Green State University (BGSU), a doctoral/research-high public university in northwest Ohio, seeks a collaborative, transparent, and forward-oriented leader to serve as the next Provost & Senior Vice President for Academic Affairs (provost). It is an exciting time at BGSU with President Rodney Rogers starting his tenure in early 2018. He seeks a partner to build from BGSU’s strong upward trajectory over the past eight years by continuing to move BGSU to be a comprehensive, research university that serves both traditional and non-traditional students and an institution that embraces its role as a public university, acting in the public interest to create public good. Reporting to the president, the provost will provide vision, leadership, and overall management and direction for the academic affairs division at BGSU and anchor the president’s cabinet. The provost will oversee a $120.5 million academic affairs budget and has 16 direct reports.

Founded in 1910 as Bowling Green State Normal School, for more than 100 years BGSU has focused on providing a quality student experience that changes lives and careers. As a public university, accredited by the Higher Learning Commission since 1916 with Reaffirmation of Accreditation granted in 2013, BGSU embraces its responsibility to advance society through education. With quality academic programming, robust opportunities for research and service, and a focus on providing students with connections and experiences that translate to success, the University changes lives. A continued emphasis on student success, excellence, and value has provided a pathway for students and alumni to make a difference in the state, the nation, and the world.

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 BGSU's academic units during a critical time of change in higher education. Working with the president, the board, and faculty and staff, the provost must continue to build upon BGSU’s tradition as a comprehensive university with a focus on the liberal arts by exploring new initiatives that serve the evolving needs of students and provide students with social mobility, respond to changing market patterns, and advance academic excellence. BGSU must further its research and outreach activities to serve the public good by addressing social issues and being a national leader in research areas that serve the public interest. BGSU seeks candidates with an earned doctorate from an accredited institution in one of the disciplines represented in the University to apply for the position. The successful candidate will also have a minimum of five years in academic leadership roles in a university setting; teaching, scholarly research/creative activity, and service credentials meriting appointment at the rank of full professor with tenure; an understanding of and commitment to demographic, social, and intellectual diversity; and a fair,
collaborative, and transparent leadership style that will engender trust among all members of the University community.

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

ABOUT BOWLING GREEN STATE UNIVERSITY

Established in 1910 as a teacher-training institution, BGSU awarded its first bachelor's degrees in 1917. In 1929, the functions of BGSU were expanded to provide four-year degree programs in the College of Education and the College of Liberal Arts. The College of Business and graduate programs were added in 1935, the year in which BGSU attained full university status. In 1947, the Graduate School was formed, and BGSU awarded its first doctorate in English in 1963.

Beginning in 1946, extension programs of the University were offered in Sandusky, Ohio. During the next two decades, course offerings there were expanded and in 1965 a regional campus of the University was established to serve Erie, Huron, and Ottawa Counties. That campus is now Firelands College, located in Huron, Ohio. Firelands College, which opened for classes in 1967, offers career and technical education leading to associate degrees in 15 areas as well as eight bachelor's degree programs.

The University continued to grow and in the 1970s, three new colleges were added to the University's curricular offerings: the College of Health and Human Services, the College of Musical Arts, and the Graduate College. A decade later, the School of Technology was granted college status. Most recently, an Honors College was established to support the growth in the honors program.

Today, BGSU offers more than 200 majors and programs in nine colleges: the College of Arts and Sciences, the College of Business, the College of Education and Human Development, the College of Health and Human Services, the Honors College, the College of Musical Arts, the College of Technology, Architecture and Applied Engineering, BGSU Firelands, and the Graduate College. Approximately 19,500 students are enrolled for the 2017-18 academic year, hailing from all 50 states and 70 countries. Approximately 900 talented and passionate faculty teach across all majors, with 80 percent holding terminal degrees in their field. With a commitment to experiential learning across disciplines and majors, BGSU was the first institution in Ohio to offer an “internship guarantee” to incoming students, and the University is a charter member of the Accreditation Council for Co-op and Internship (ACCI), which accredits cooperative education programs. Overall, the University is consistently recognized for the quality of its programs, and has been named a #1 public university for student engagement by the Wall Street Journal and Times Higher Education. Bloomberg Businessweek ranks BGSU’s undergraduate business programs among the top five percent in the nation and the top two percent in the world. BGSU ranks first among public universities in Ohio for boosting former students’ earnings 10 years after college, according to a national ranking by The Economist magazine. Finally, the University earned the prestigious 2017 NCAA Award for Diversity and Inclusion.
Leadership and Governance

Dr. Rodney K. Rogers assumed the role as the 12th president of Bowling Green State University on February 23, 2018, after serving in the interim post since January 1, 2018. Prior to being named president, Dr. Rogers had served as provost and senior vice president since 2012 and, before that, dean of the BGSU College of Business since 2006. Experienced in both academia and business, Dr. Rogers has a Ph.D. from Case Western Reserve University, an MBA from BGSU, and a B.A. in music from Ohio Northern University. Before completing his doctorate at Case, he practiced as a CPA for 10 years.

As BGSU's chief academic officer, Rogers was a key architect of efforts and initiatives that have contributed to BGSU seeing significant increases in student success including its best four-year graduation rate as well as the highest freshmen academic profile in the University’s history. He has overseen the addition of academic programs aimed at meeting today’s workforce needs; increased opportunities for education abroad, co-ops and internships that prepare students for employment; the alignment of the University’s academic budget with its strategic plan; and been engaged in philanthropic activities that resulted in major gifts to support student scholarships, professorships and facility naming.

Before joining BGSU, Rogers served as associate dean and director of academic programs within the School of Business at Portland State University, in Oregon. He has taught financial reporting, performance measurement and international financial reporting at various universities including Portland State, Case Western Reserve, Thunderbird: The American Graduate School of Management, and the École de Management at EuroMed-Marseille, in France.

The president and provost work in concert with the BGSU Board of Trustees, a group of 14 individuals, 11 of whom are appointed by the governor, who bring many and varied experiences and accomplishments to the University. The Board of Trustees establishes and monitors the execution of policy that guides the administration in the day-to-day operations of the University and supports the efforts of the president and the staff in relation to the Ohio Board of Regents, members of the state legislature, and state officials.

The Bowling Green State University Faculty Association is the collective bargaining unit of all full-time BGSU faculty. The faculty voted in favor of unionization in 2010 and signed their first contract in 2013. There is a strong collaborative relationship between faculty and the administration and contract negotiations take place in good faith. A second contract was signed in 2016 that runs through June 30, 2019. Negotiations will soon begin on a third contract.

Strategic Plan: Focus on the Future

In 2009 the University adopted a strategic plan that has been updated periodically since then to reflect changes inside and outside the institution. The seven goals of the strategic plan remain salient and the community views this plan as a living document that proactively evolves to address the future. As a result, in April of 2018 President Rogers hosted a series of open-house forums, Focus on the Future: Advancing BGSU’s Strategic Plan. Six core capabilities and competencies were discussed in the forums. They include: Academic Programs—for both traditional and post-traditional student populations; Research/Creative; People; External Relations; Financial Strength; and Facilities/Information Technology. More about this process and related outcomes can be found at https://www.bgsu.edu/strategic-plan.html.


## Campus and Student Life

The University’s primary campus is in the historic city of Bowling Green in beautiful northwest Ohio. This campus comprises 119 buildings on 1,338 park-like acres. The last ten years have seen significant investment in BGSU’s physical profile, with approximately $500 million committed to improving campus for all stakeholders. With 30 new or renovated buildings, BGSU has invested in both student and academic life. Students have benefitted from new residence halls and dining experiences, a renovated Student Recreation Center and other athletic facilities, and, in partnership with the Wood County Hospital, the new Falcon Health Center. Significant renovations have been made to some of the oldest, signature buildings on campus, including the Moseley Science Building, University Hall, and the Michael & Sara Kuhlin Center that houses the School of Media and Communication. In the coming years the University will continue to invest in the physical plant with planned renovations for the College of Technology, Architecture, and Applied Engineering, and the Robert W. and Patricia A. Maurer Center for the College of Business. There has been increased emphasis in recent years on providing new classroom space for innovative and new academic programming. To that end, the campus has renovated or opened ten new buildings in the last three years resulting in over 80 percent of classrooms being converted to active learning spaces, establishing BGSU as a national leader in this area. In addition, BGSU has partnered with the State of Ohio for a new crime laboratory and with North Star Aviation for a new hangar/classroom building. BGSU remains the only aviation program in the country with an airport on its main campus.

At BGSU, learning takes place both inside and outside of the classroom. From orientation to commencement, programs and services available across campus contribute to a vibrant learning community in which students develop leadership skills, identify and explore personal interests, refine scholarship and intellectual abilities, learn from service opportunities, and prepare for roles as future professionals and community leaders. BGSU is a highly residential institution and most first-year and second-year students live on campus. In total, approximately 6,000 students take advantage of a diverse residential community of 14 residence halls and 19 learning and theme communities. BGSU also offers a wide array of student activities, with 325 student organizations, 40 fraternities and sororities, 26 club sports, and 56 intramural sports. The BGSU Falcons compete in the NCAA Division I Mid-American Conference (MAC) and play in 18 sports. Approximately 8,700 students participated in service-learning and/or community service projects last year, and intensive co-op, internship, and practicum placements for students remain extremely popular.

## Finances

The University’s budget is $416.2 million, which includes educational, general, and auxiliary budgets for the Bowling Green and Firelands campuses. The single largest revenue stream for the University is tuition and fees. The University had limited tuition increases over the past five years to ensure tuition remains affordable. After almost ten years with no tuition changes, graduate students saw a 2.5 percent increase for in-state tuition for FY 2018, with an additional 2.5 percent increase effective in FY 2019. The Bowling Green State University Foundation assets total approximately $175.1 million.

BGSU’s current $200 million comprehensive campaign, For the World, is raising money to support student scholarships; named professorships, chairs, coaches, and leadership positions; the campus master plan; and named colleges, schools, and programs. The campaign, which has currently raised over $110 million, recognizes the strong efforts that have brought the
University to where it is today and represents a crucial investment in the University’s future for generations to come. The provost is expected to have a supporting role in raising funds for the campaign. More information about the capital campaign can be found at [http://fortheworld.bgsu.edu/](http://fortheworld.bgsu.edu/).

**Location**

Bowling Green is a city of approximately 30,000 residents located in northwest Ohio, about 15 miles south of Toledo. The county seat of Wood County, Bowling Green has a picturesque downtown with restaurants, shops, and cafes full of students, faculty, and members of the community. The city offers the benefits of a small college town, including a good public school system and private and parochial options, and also provides easy access to the country and the world just a one-hour drive away via Detroit Metropolitan Airport, a hub for a global airline.

The area also offers abundant recreational opportunities. The Toledo Museum of Art’s collection of more than 30,000 works of art ranks among the finest in the United States and the Toledo Zoo has more than 9,000 animals representing over 800 species. Northwest Ohio is home to miles of shorelines, islands, and riverbanks that provide striking geographies and abundant nature. More species of freshwater fish and birds make their home in the region than just about anywhere else in the nation, and an impressive string of parks and reserves makes all this wildlife readily accessible.

**ROLE OF THE PROVOST & SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS**

Reporting to the president, the provost also serves as the senior vice president for academic affairs and is the University’s chief academic officer, working with the president, deans, faculty, staff, and students to provide vision, leadership, and overall management and direction for the academic affairs division. As the leader of the academic affairs division, the provost is responsible for a significant portion of the University’s budget. The provost currently has 16 direct reports: the deans for the nine colleges (Arts & Sciences, Business, Education & Human Development, Firelands, Graduate, Health & Human Services, Honors, Musical Arts, and Technology, Architecture, & Applied Engineering); the dean of University Libraries; the vice provosts for Academic Affairs, Strategic Enrollment Planning, and Institutional Effectiveness; the Assistant Vice Presidents for Academic Operations and Student Career Success; and the Director of Budgeting. The provost also has a dotted line reporting relationship with the Vice President for Student Affairs and Vice Provost. Given the size, complexity, and diversity of the current portfolio there is some flexibility depending on the new provost’s areas of expertise and intended focus. The provost also functions as the University’s executive officer when the president is absent from campus.

**OPPORTUNITIES AND CHALLENGES**

BGSU seeks an entrepreneurial provost experienced in higher education, 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 Rogers. Specific opportunities and challenges for the provost include:
Provide visionary leadership for the academic enterprise, bringing the community together around a strategic direction and shared sense of purpose

The provost will engage deans, vice provosts, faculty, staff, and students in thoughtful dialogue, and through this outreach process will gain a thorough understanding and assessment of the current status and potential of the academic enterprise. Working closely with the president, this highly visible academic leader will contribute to the development and execution of an exciting vision for the near- and long-term future, in order to solidify and enhance the academic distinction of the University and the success of its graduates. A successful candidate will build upon the University’s unique attributes, identifying opportunities, fostering innovation and discussion of ideas, and articulating a compelling view and plan for the future. The provost will provide inspiring and robust leadership and intellectual breadth, building consensus and good process across campus for the deans, faculty, staff, and students to participate in creating and embracing this new shared vision.

Maintain and build upon a collaborative relationship with the faculty while encouraging academic innovation and excellence

Over the past six years, the provost and faculty have built a trusting relationship through a time of significant change across campus, including the unionization of faculty. Working closely with deans and other academic leaders, the next provost must continue to lead through collaboration, ensuring that faculty are heard and remain partners with the administration. In the coming years, more change is expected at BGSU, with the expansion of existing academic programs and the development and implementation of new ones that meet student and employer demands. Ohio demographic trends compel BGSU to closely examine which academic programs it offers and the delivery mechanisms for those programs. As the University serves more post-traditional students, it will require the provost to be a true thought partner with deans and the president to explore and seize opportunities that are consistent with University values and align with the institution’s deep commitment to preparing students to lead meaningful and productive lives after graduation through the pursuit of the liberal arts tradition and new modes of pedagogy and inquiry, including experiential learning, internships, and study abroad. The provost must also enhance the University’s commitment to traditional and applied research, which will feed innovation in the classroom and has the potential to bring in external funds to support the institution and help build national recognition in select areas. In all activities, the provost must be a thoughtful risk taker who will resist the inertia that comes from past success while ensuring that BGSU remains a place where student success is front and center.

Further strengthen the educational experience for all students to reach their full potential

BGSU has a long tradition of being student centered and focusing on excellence in undergraduate and graduate student learning. With a significant investment in new active learning classrooms and technologies over the past five years, BGSU is a national leader in active learning facilities. The provost will need to further leverage this investment by leading and supporting faculty and staff to promote greater innovation and focus on identifying new and creative ways to engage students and enhance student learning.

With an increasingly diverse student body attending the University in the coming years, the provost must create structures that promote access to and inclusion in high-impact educational experiences and practices, including learning communities, undergraduate and graduate research, internships, and study abroad. The provost will be attentive to supporting ways in
which the learning environment can be adapted and improved to attend to diverse needs, and to support an inclusive environment and success for all students. Working closely with other senior University leaders, the next provost will need to pay close attention to student success, focusing on improving graduation rates and factors such as enrollment strategy, retention, and time to graduation, in addition to offering excellent and relevant academic degree programs that appeal to students and employers in Ohio and across the country. As the student population in Ohio evolves, the provost will need to track these data points for both traditional and post-traditional student populations, and create new pathways to success for students coming to BGSU from different trajectories. The University has made great strides, but there is opportunity for an innovative provost to leverage BGSU’s gains in recent years to further strengthen the student experience.

**Strengthen organizational structures, processes, and technology to encourage innovation and creativity while ensuring effective allocation of resources among competing needs of the institution**

The provost at BGSU has a large and diverse portfolio connected to the academic mission of the University. The next provost will need to evaluate and determine the right organizational structures to compliment their strengths and make the office both effective and efficient to allow the provost to focus on the most important and strategic issues. This will require that the provost create a culture focused on empowerment where authority and responsibilities are clearly defined. The provost must be committed to shared governance and transparency in decision-making, and will be able to make difficult decisions in the best interests of all in the University community. To make these decisions effectively, the provost will need to invest in technology systems that facilitate the collection and dissemination of reliable data about the academic enterprise. In addition, the provost must build trust and work collaboratively with senior administrators that report directly to the president.

BGSU is currently reviewing its budgeting and resource allocation processes as well as the information systems needed to support planning with a goal of transitioning to a performance-based budgeting model. The provost will work with the president and other University leaders to create more transparency in the budgeting process, ensure the academic mission is paramount in decision-making, and empower deans and faculty to make measured progress toward clearly defined outcomes. The provost will also ensure good stewardship of resources and encourage educational innovation in the forms of partnerships, technology investments, and programs that enhance BGSU’s impact and provide new sources of revenue.

**Enhance the University’s commitment to building a community that fosters, celebrates, and appreciates diversity and inclusion**

BGSU has a deep commitment to advancing diversity and inclusion throughout the campus and much work has been done to ensure these themes are embedded in the campus culture. The provost will be expected to share in this commitment. The thoughtful perspectives and commitment to open inquiry that characterizes a BGSU education can only be fully realized in a community that embraces diversity, broadly defined. Working with other University leaders, 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. In all parts of the job, the provost will celebrate BGSU’s diversity, leveraging all forms of difference to generate creative solutions to society’s most pressing problems.
Champion academics and the value of a BGSU education

Like public universities all over the country, BGSU is increasingly seeking non-public sources of funding to round out its budget. The University is in the middle of a $200M comprehensive campaign and has successfully raised more than half of its goal. As the face of BGSU 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. The provost will be a strategic partner with the president and the deans as they tell BGSU’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 BGSU’s talent and resources to bear in the community and state.

Serve as an important member of the president’s cabinet and the University’s senior leadership

As Dr. Rogers prepares for his first full academic year as president, he seeks a strong partner to lead the faculty and academic enterprise through a period of transformation and growth. The provost will anchor the president’s cabinet, including departmental leaders from University Advancement, Strategic Enrollment Planning, Student Affairs, Marketing and Communications, Diversity & Inclusion, Human Resources, Capital Planning and Campus Operations, Athletics, Research & Economic Engagement, Academic Partnerships, Finance & Administration, and the General Counsel. As such, the provost will be an active and energetic participant in strategic planning, policy formulation, budgetary decisions, and problem solving, and offer advice and counsel on the implications of institutional decisions on both the academic program and the student experience.

THE SUCCESSFUL CANDIDATE

The successful candidate will meet the following minimum credential requirements:

- An earned doctorate from an accredited institution in one of the disciplines represented in the University;
- Teaching, scholarly research/creative activity, and service credentials meriting appointment at the rank of full professor with tenure;
- A minimum of five years in academic leadership roles in a university setting, preferably at an institution that grants doctoral-level degrees;
- A commitment to demographic and intellectual diversity;
- Demonstrated commitment to shared governance;

The successful candidate will possess many, if not all, of the following preferred skills, qualities, and credentials:

- Demonstrated success in organizational leadership;
- Experience working with a variety of constituencies to create and support mutually beneficial partnerships, development opportunities, and/or other externally-focused initiatives;
• Experience in an academic administrative role such as chair and/or dean;
• A fair, collaborative, and transparent leadership style that will engender trust among all members of the BGSU community;
• The ability to work cooperatively and effectively with administrators, faculty, students, staff, and other external stakeholders; an appreciation and understanding of the need for collaboration and synergy among these groups to make critical decisions on academic priorities and the allocation of resources;
• An accomplished leader with the experience, vision, and energy to manage organizational change, incorporating BGSU’s values and mission.

TO APPLY

BGSU has retained Isaacson, Miller, a national executive search firm. Review of candidates will begin immediately and continue until the position is filled. Nominations, inquiries, and applications, including a letter of interest describing the individual’s qualifications for the position and curriculum vitae, should be sent in confidence to:

Natalie Leonhard, Managing Associate
Jeff Kessner, Senior Associate
Allison Pickett, Associate
1300 19th Street, NW
Suite 700
Washington, DC 20036
To apply: www.imsearch.com/6593

Electronic submission of materials is strongly encouraged.

Bowling Green State University is an Affirmative Action/Equal Opportunity Educator and Employer. BGSU is committed to fostering a diverse and inclusive environment and strongly encourages applications from women, minorities, veterans, and individuals with disabilities regardless of age, gender identity, genetic information, religion, or sexual orientation.