

**FAU**  
FLORIDA ATLANTIC  
UNIVERSITY

Boca Raton, Florida

Provost and Vice President for Academic Affairs

Leadership Profile



**WITT / KIEFFER**

*Leaders Connecting Leaders*

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This leadership profile is intended to provide information about Florida Atlantic University and the position of Provost. It is designed to assist qualified individuals in assessing their interest in this position.

## The Opportunity

Florida Atlantic University (FAU) – a dynamic public research university with six campuses and sites that span more than 100 miles of coastline – welcomes applications and nominations for the position of Provost and Vice President for Academic Affairs. Reporting directly to the President, the successful candidate will lead the academic enterprise of the university in pursuit of excellence in research, scholarship, creative activity, teaching, and community engagement.

The Provost will join a visionary President and a talented university leadership team in leading the continued successful implementation of FAU's 2015-2025 [\*Strategic Plan for the Race to Excellence\*](#). This plan outlines the university's aspiration to pursue, with unbridled ambition, the intention of becoming the nation's fastest-improving public research university.

As the leader of the Division of Academic Affairs, the Provost will be data-driven and forward thinking in the development and oversight of academic budgets and policies, degree programs, university accreditations, academic planning, and related support services. The Provost will also oversee the recruitment, retention, evaluation, promotion and tenure of faculty – and will provide a supportive environment for thriving scholarship and research programs. Those individuals reporting to the Provost include the academic deans and senior leaders of all other academic units and operations.

FAU is on a strong trajectory. With one of the nation's most diverse student bodies, FAU was recently federally designated as a Hispanic Serving Institution. The university is expanding its unique honors education opportunities and its novel, nationally-recognized undergraduate research program. FAU is also in pursuit of the Carnegie classification for Community Engagement. Similarly, the institution has added accelerated pathways to graduate studies, as well as direct admission to the university's medical school pipelines for outstanding high school students. Federal research expenditures have nearly tripled over the past three years, from \$21 million to \$57 million, and it is expected that the incoming Provost will continue to build world-class teams of researchers and scholars. The University has recently set institutional records for fund-raising, and it is anticipated that the Provost will play a major leadership role in a forthcoming multi-year capital campaign. The Provost will also direct FAU's strategic vision for each of its six campuses and sites. A particular focus will be guiding the next development phase of the honors STEM / life sciences campus in Jupiter, which is co-located with world-renowned research partners Max Planck Florida Institute for Neuroscience and The Scripps Research Institute/Scripps Florida. The University recently developed the world's first Max Planck Honors Program with the Max Planck Florida Institute for Neuroscience.

FAU's ten colleges deliver more than 170 academic degree programs to over 30,000 students at the bachelor's, master's and doctoral levels, including the M.D. program in the Charles E. Schmidt College of Medicine. Related areas, such as branch campus administration, the Center for eLearning, the Office of Information Technology, the Harbor Branch Oceanographic Institute, Osher Lifelong Learning Institute, Undergraduate Studies, and the University Libraries also come under the division's umbrella. Together these units deliver outstanding programs to FAU's students, faculty, and the community.

More information about the university can be found at [www.fau.edu](http://www.fau.edu).

# The Role of the Provost

The Provost reports to the President of the University, advises the President on academic matters, serves as a key member of the President’s executive leadership team, and provides leadership to achieve excellence in teaching, research, scholarship, and service. The Provost and Vice President for Academic Affairs works collaboratively with other divisions to cultivate strong working relationships utilizing data, common and best practices, continuous assessment and improvement, shared governance, and varied student success strategies. The office of the Provost also guides policy development and resource allocation to support the university’s diverse colleges, campuses, and student populations, ensuring their collaborative and distinctive contributions. An organizational chart of the provost’s office may be found at:

<https://www.fau.edu/provost/about/org-chart.php>

Additional responsibilities:

- Provides academic leadership and oversight for the university’s ten college deans
- Responsible for the development of policies and guidelines involving academics and related administrative functions
- Responsible for high achievement in both internal metrics and the State University System’s performance metrics to enhance the university’s academic reputation and financial support
- Responsible for academic budgetary development and administration and for maximizing available resources to promote academic excellence
- Oversees development and retention of high-quality students, faculty and academic staff
- Engages university faculty, staff, industry leaders, and representatives of community and civic groups in support of the academic mission
- Represents FAU on state and national councils and committees



## Goals and Objectives

The Provost will be expected to make significant progress in the following areas:

- Continue to develop a faculty of distinction, establishing the highest standards in faculty recruitment, appointment, tenure, and promotion to enhance consistent excellence in teaching, research and clinical practice.

- Continue to lead the expansion of research productivity and funding including:
- Maintaining the strong culture of research and scholarship among the University's faculty, providing a supportive environment that fosters research activity, facilitates achieving sponsored research funding, and promotes new research programs.
- Providing mechanisms to support early career investigators developing programs of research and mentoring junior faculty in their research efforts.
- Identifying opportunities for interdisciplinary collaboration among FAU's colleges and schools, as well as with clinical partners, research institutes and other external organizations, fostering collaboration and the development of synergistic relationships that will advance FAU's research enterprise.
- Work collaboratively across the institution to align the university's trajectory as a pre-eminent research university with an effective enrollment management strategy that recruits, develops and support a diverse population of undergraduate and graduate students. Expand opportunities for enrichment through high impact educational practices such as undergraduate research, honors, entrepreneurship and study abroad. Strengthen student success initiatives including additional tutoring and support for academics. Increase retention and graduation rates across a broadly diverse student population.
- Improve performance and increase performance based funding. Annual state appropriations are determined by Florida's State University System's (SUS) Board of Governors' [Performance Funding Model](#). Each of the system's twelve institutions is evaluated annually against ten metrics that measure a range of issues. Metrics are aligned with [SUS Strategic Plan](#) goals and track progress towards Excellence or Improvement. The Florida Legislature and Governor determine the amount of new state funding and an amount of institutional funding that comes from each university's recurring state base appropriation. It is essential that FAU continue progress towards improvement in its metrics with goal of continuous performance among the top four universities in the system.
- Actively participate in development efforts in order to increase private support from individuals, foundations and corporations, as well as from the federal government, for initiatives that promote the quality of undergraduate and graduate education as well as the continued quality of faculty research and clinical practice. Partner with FAU's development office to identify potential donors beyond alumni and the current donor base.
- Be a prominent and effective advocate for FAU within the Florida State University System as well as within the larger community.

## Candidate Qualifications

The ideal successful candidate will preferably have the following competencies, knowledge, skills, abilities and personal attributes.

### Required Qualifications

- Earned doctorate with credentials that merit appointment as a tenured full professor
- Distinguished academic record in research, scholarship and teaching
- Proven record of broad, progressive and substantive administrative leadership at the level of Dean, Associate Provost or Provost for at least five years

### Desired Qualifications

- A strong record of academic leadership and management within a complex educational organization
- Understanding and knowledge of trends and issues in higher education
- Ability to think strategically, prioritize effectively, and act decisively
- Experience in, and commitment to, a shared governance environment
- Experience in developing novel partnerships and new revenue streams in support of the academic mission and university initiatives
- Experience building and working with high performance, effective teams
- Ability to work in a highly collaborative environment with all members of the Executive Leadership Team
- Experience in building novel and holistic academic programs that foster student and faculty success
- Demonstrated skills or knowledge of finance, planning and accreditation suitable to the complex nature of a public research university
- A record of success in recruiting, developing and retaining a diverse community of faculty and students
- A commitment to holistic student development
- A strong commitment to the mission of the University, including support for community building, diversity inclusion, lifelong learning, and public service

### Personal characteristics

- Commitment to faculty and student diversity and inclusion as a means of achieving institutional excellence
- Collaborative approach to leadership
- Transparent communication ability
- Student- and faculty-focus
- Entrepreneurial and flexible approach to problem solving
- Commitment to excellence in teaching, research and community service
- Commitment to building partnerships

## Florida Atlantic University: An Overview

Florida Atlantic University (FAU) was founded in 1964 in Boca Raton on an 850-acre site located near the Atlantic Ocean. With 145,000 alumni, today FAU serves more than 30,000 undergraduate and graduate students on six campuses and sites along more than 100 miles of Florida's east coast. Florida Atlantic University is consistently recognized by Military Times as *Best for Vets*, and Victory Media as *Military Friendly*, with a current enrollment of over 1400 military and veteran students. One of the largest employers in South Florida, FAU has more



than 3,000 employees, including 1,000 dedicated faculty members. The University has an annual economic impact of \$6.3 billion and is conducting millions of dollars' worth of funded research in such critically important fields as drug discovery, biotechnology, neuroscience, ocean engineering and marine science. FAU's 2017-18

Operating Expenditure Budget totals \$767,897,948, an increase of 2.2 percent compared to the prior year. The endowment, held by the Florida Atlantic University Foundation, Inc., currently totals over \$190,000,000.

FAU's largest [campus in Boca Raton](#) is conveniently located half way between West Palm Beach and Fort Lauderdale and offers a broad range of academic programs, activities and services. The Boca Raton Campus provides an exciting and supportive learning environment for students. The Student Union hosts student activities and meetings. In addition, its 2,400-seat Carole and Barry Kaye Performing Arts Auditorium enable students to enjoy performances ranging from rock groups to the Florida Philharmonic Orchestra. The campus has two cafeterias and an attractive array of accommodations for its residential students. The Boca Raton Campus is also the home of FAU's Division I Intercollegiate Athletics program and facilities. Its recreation complex includes an aquatic center, gymnasium, tennis courts, wellness center, track and a variety of fields for club and intramural sports competition.

Nearly 5,500 students take classes at [FAU's Davie campus](#), the second-largest campus after the Boca Raton campus. Co-located with Broward College (BC) as part of the South Florida Education Center, it covers 38 acres in the western part of Broward County. FAU Davie offers coursework in 30 degree programs through the [Dorothy F. Schmidt College of Arts and Letters](#), [the College of Business](#), [College for Design and Social Inquiry](#), [College of Education](#), [the Christine E. Lynn College of Nursing](#), and [the Charles E. Schmidt College of Science](#). The [FAU campus in downtown Fort Lauderdale](#) is part of an evolving, dynamic urban community and

houses programs through the School of Architecture, the College of Design and Social Inquiry, the College of Education, and the College of Business. Located in Jupiter's Abacoa community, [FAU's John D. MacArthur Campus](#) opened in the fall of 1999. The campus presently enrolls more than 1,300 students and offers a wide variety of upper-division and graduate courses from five of the University's ten colleges. The Harriet L. Wilkes Honors College, a four-year residential liberal arts and sciences college for high achieving undergraduates, is located here. Other distinctive features of the campus include a thriving Lifelong Learning Society. The campus is also the site of research facilities for both Scripps Florida and the Max Planck Florida Institute.

[The FAU Dania Beach campus](#) houses SeaTech, FAU's [Institute for Ocean and Systems Engineering](#), and the nation's first ocean engineering program. Founded in 1971 and one of the nation's leading ocean research centers, FAU's [Harbor Branch Oceanographic Institute](#) is located in Fort Pierce. Together, these six campuses stretch across 144 miles of Florida's coast and make up one of the most diverse and dynamic universities in the country.

Across these six campuses, FAU's [ten distinguished colleges](#) offer more than [170 degree programs](#) in fields that span the arts and humanities, the sciences, medicine, nursing, accounting, business, education, public administration, social work, architecture, engineering, computer science and more.



- [Dorothy F. Schmidt College of Arts and Letters](#)
- [College of Business](#)
- [College for Design and Social Inquiry](#)
- [College of Education](#)
- [College of Engineering and Computer Science](#)
- [Graduate College](#)
- [Harriet L. Wilkes Honors College](#)
- [Charles E. Schmidt College of Medicine](#)
- [Christine E. Lynn College of Nursing](#)
- [Charles E. Schmidt College of Science](#)

## **FAU'S FACTS, FIGURES AND EFFECTIVENESS**

FAU quick facts are available at:

<https://www.fau.edu/explore/files/Quick%20Facts%202014.pdf>

Information about FAU's effectiveness and analysis is available at: <http://www.fau.edu/iea/> and <http://iea.fau.edu/reports/admissions.aspx>

## STUDENT DEMOGRAPHICS

Florida Atlantic University students come from all 50 states, every county in Florida and more than 180 countries. With more than half of its student body classified as minority or international students, FAU ranks as the most racially, ethnically and culturally diverse institution in Florida's State University System.

In 2014, the University was ranked one of the top 100 four-year colleges in the nation conferring undergraduate and graduate degrees to minority students, according to a survey in *Diverse: Issues in Higher Education*, a magazine published bi-weekly that informs leaders from academe, industry and public policy about current trends and issues in the United States. FAU ranks 34th in the nation for conferring bachelor degrees to all minorities combined. For conferring bachelor's degrees to Hispanics in all disciplines combined, FAU ranked 24th in the nation. As of fall 2015, the University became a Hispanic Serving Institute (a federal designation) because 26 percent of FAU undergraduates are Hispanic or Latino.

Diversity of Students		
	Total	%
American Indian	61	0.2%
Asian	1,314	4.3%
Black or African American	5,816	19.1%
Hispanic or Latino	7,585	26%
Pacific Islander or Native Hawaiian	34	0.1%
White	13,272	43.5%
Two or more races	1,070	3.5%
International	1,098	3.6%
Not Reported	280	.9%

More than 65 percent of FAU students receive some form of financial aid. In 2015-16, more than \$207 million was awarded to students through scholarships, grants, loans and work study. The Owls athletic teams are in NCAA Division I-A (FBS) and are members of Conference USA. FAU's athletic department includes 21 intercollegiate teams featuring 450 student-athletes.

## FACULTY GOVERNANCE

The University Faculty Senate is the representative body of FAU's academic community and is responsible for managing the curriculum and certain administrative procedures. The Senate consists of elected representatives of the faculty, with standing committees playing roles in governing academic freedom and due processes, admissions and retention, assessment, athletics, distance education, graduate degree programs, honors and awards, library operations, promotion and tenure, research and undergraduate degree programs. The Faculty Governance section of the Faculty Handbook, published annually by FAU's Division of Academic Affairs, informs the faculty of the role of the University Faculty Senate as well as college-level assemblies.



United Faculty of Florida (UFF) is the official collective bargaining agent for FAU faculty. The collective bargaining agreement between the FAU chapter of UFF and the University provides terms and conditions of employment, including provisions on salaries and benefits, academic freedom and responsibility, and intellectual property rights. Membership and dues are optional.

## **ACCREDITATION**

Florida Atlantic University (FAU) is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). FAU is also an accredited institutional member of the National Association of Schools of Music.

In December 2013, the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) reaffirmed Florida Atlantic University's accreditation for a period of ten years.

## **ALUMNI**

FAU alumni include U.S. and foreign dignitaries, Emmy Award, Grammy Award and Pulitzer Prize winners, an astronaut, and executives who have served in organizations such as Google, Franklin Templeton, Boeing, eBay, Motorola, Office Depot, Eli Lilly and Company, and the White House.

Established in 1968, the FAU Alumni Association (FAUAA) has grown to over 10,000 alumni strong. Building school identity, spirit and loyalty through programs and services, the FAUAA and its membership are dedicated to advancing the goals and missions of the University. Alumni Networks are providing opportunities to alum to engage, participate, contribute, share, and support FAU to provide opportunities for future generations.

## **INSTITUTIONAL GOVERNANCE**

Florida Atlantic University is a member of the State University System of Florida which is comprised of 12 public institutions. Florida Atlantic University is governed by a 13-member board of trustees, six of whom are appointed by the governor, five by the Board of Governors plus the student body president and the president of the University Faculty Senate. The gubernatorial and Board of Governors appointees must be confirmed by the Florida Senate. The trustees are responsible for cost-effective policy decisions appropriate to the University's mission, the implementation and maintenance of high-quality education programs, the measurement of performance, the reporting of information and the provision of input regarding state policy, budgeting and education standards.

## **ADMINISTRATION**

An organizational chart of FAU's senior administration can be found at:  
[http://www.fau.edu/president/files/organizationalchart\\_president\\_February2017.pdf](http://www.fau.edu/president/files/organizationalchart_president_February2017.pdf)

### ***DR. JOHN KELLY, PRESIDENT***

John Kelly was named president of Florida Atlantic University by unanimous vote of the FAU Board of Trustees on January 17, 2014, becoming the seventh president in the University's 50-

year history. Dr. Kelly's biography can be found at:  
<http://www.fau.edu/president/biography.php/>.

## **ABOUT THE SOUTHEAST COAST**

- Broward County: <http://www.broward.org/History/Pages/BCHistory.aspx>
- Dade County: <http://miamidade.gov/>
- Palm Beach County: <http://discover.pbcgov.org/Pages/default.aspx>

## **ABOUT FLORIDA**

### *Economy Strengths*

- International Trade (40 percent of all U.S. exports to Latin and South America pass through Florida)
- Tourism — with 87.3 million visitors in 2011 (a record number), Florida is the top travel destination in the world. The tourism industry has an economic impact of \$67 billion on Florida's economy.
- Space Industry — the space industry represents \$4.1 billion of the state's economy. The average annual wage of aerospace workers is approximately \$67,000. The number employed at Kennedy Space Center (KSC) alone is 13,000 and Florida ranks 4th among the states in overall aerospace employment with 33,000 jobs.
- Agriculture — Florida leads the Southeast in farm income. Florida produces about 67 percent of the U.S. oranges and accounts for about 40 percent of the world's orange juice supply.
- Construction — this industry's strength results from the steady stream of new residents and visitors who are welcomed to Florida each year.
- Education — the FAU service area includes two of the largest school districts in the nation, Broward County Public Schools (BCPS) and the School District of Palm Beach County (SDPBC). BCPS is the sixth largest school district in the nation, the second largest in the state of Florida and employs more than 32,000 employees. SDPBC is the eleventh largest in the nation and the fifth largest in the State of Florida and has over 27,000 employees.
- Services — Growth in high tech, financial and back office operations
- Software — Many small, entrepreneurial companies
- Health Technology (medical, biotech, laboratories)
- University Research — More than \$500 million per year in sponsored research at Florida universities

### *Florida Taxes*

Florida ranks low in terms of the tax burden placed on residents. Based on income, property and other state and local tax collections, the Tax Foundation research organization ranks Florida among the lowest tax states (Florida ranks #5 among the 50 states in 2013; only four states have a lower tax burden).

- State Sales Tax — 6 percent
- Corporate Tax — 5.5 percent
- State Income Tax — None

### *Other Florida Facts*

- Number of people who move to Florida each day — 1,000
- Number of major commercial airports — 19
- Number of international airports — 12
- Number of deepwater ports — 14
- Miles of sand beaches — 1,200
- Miles of coastline — 1,800
- Number of golf courses — more than 1,250
- Florida has more golf courses than any other state
- Palm Beach County has more golf courses than any other county in the country
- Number of hotel rooms in Florida — more than 370,000
- Number of campgrounds — 700 (100,000 campsites)
- Number of people who camp in Florida each year — 6 million  
(“About Florida” Source: <http://www.stateofflorida.com/facts.aspx>)

## Procedure for Candidacy

Inquiries, nominations, and applications are invited. Applications consisting of a curriculum vitae and cover letter should be submitted electronically by April 6, 2018, to [FAUProvost@wittkieffer.com](mailto:FAUProvost@wittkieffer.com). Inquiries may be addressed to the Witt/Kieffer consultants supporting this search, Lucy Leske and Katy Young at 630-575-6122.

*The Florida Atlantic University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

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The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Florida Atlantic University’s documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.



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