This leadership profile is intended to provide information about Illinois State University and the position of Vice President for Academic Affairs and Provost. It is designed to assist qualified individuals in assessing their interest in this position.
Governor William Bissell signed a bill on February 18, 1857, to create a school and establish the Board of Education of the State of Illinois as its governing body. The bill stipulated that the permanent location would be the place that offered the most favorable inducements. Jesse W. Fell took up the campaign for Bloomington and obtained financial backing totaling $141,000. Abraham Lincoln, acting as attorney for the board, drew up the bond guaranteeing that Bloomington citizens would fulfill their financial commitments. Consequently, Illinois State Normal University was founded as the first public institution of higher education in the state. Established as a teacher education institution, Illinois State University (illinoisstate.edu) has developed into a multipurpose university with an enrollment of approximately 21,000 and with degree programs at the bachelor's, master's, and doctoral levels.

The University is one of 12 public universities in Illinois. Its academic departments offer more than 160 major/minor options in the Colleges of Applied Science and Technology, Arts and Sciences, Business, Education, Fine Arts, and Mennonite College of Nursing. The Graduate School coordinates 94 master's degree sequences, 10 doctoral programs, and 33 certificate programs. The University's academic programs are supported by the services and collections of Milner Library, which contains more than three million holdings and special collections.

Illinois State enjoys many points of pride. The University was ranked number 78 in U.S. News & World Report's 2017 rankings of top public universities in the nation based on academic quality and excellence. Illinois State's freshman retention rate of 81.1 percent, ranks in the top 10 percent in the nation. Students are successful at completing their degrees on time, placing the University's high graduation rate (73.4 percent) among the top 10 percent of U.S. universities. Illinois State is ranked 22nd in USA Today's College Factual's 2017 Best Colleges For the Money list. Alumni go on to successful careers, shown in the very low student loan default rate of graduates (2.8 percent). They pay back their student loans at rates among the top 10 percent of all U.S. universities. Additionally, Illinois State has been named a Great Place to Work by The Chronicle of Higher Education for the third consecutive year.

Campus diversity at Illinois State increasingly reflects the nation's changing demographics. This year, about one-fifth of our freshman class comes from underrepresented groups, with a 10 percent increase in African-American students and a 9-percent increase in Latino/a students. The University enrolls
students from throughout Illinois, 47 other states, the District of Columbia, and 67 other countries. Students are mentored by a faculty that includes numerous teacher-scholars recognized at national and international levels, all dedicated to superior teaching.

Shared governance is an important component to the campus culture and has been since the University’s earliest days. Illinois State University recognizes the freedom to participate in shared governance and to speak on matters of University policy for all employees. When creating policy that affects the academic area broadly understood, the President will seek the advice of the academic community through its principle representative body, the Academic Senate. The Academic Senate is the primary body to recommend educational policies of the University, including admissions, degree requirements, student life and conduct, and long-term fiscal, academic, physical, and administrative planning, and to advise the President on their implementation. In addition to faculty, the Academic Senate membership includes students as well as civil service and administrative/professional employees.

**Bloomington-Normal, Illinois**

Located at the geographical center of Illinois, Normal is a city of approximately 50,000 residents. Together with its neighboring city, Bloomington, the “twin cities” are Illinois’s seventh most populous area, with approximately 130,000 combined residents. Bloomington-Normal enjoys strong economic growth; it is the home of the corporate headquarters of State Farm Insurance and Country Financial. For more information, see: [www.normal.org](http://www.normal.org) and [www.cityblm.org](http://www.cityblm.org). The community has distinguished itself for its outstanding school systems and educational attainment, parks and recreation, healthcare, job growth, economic opportunity, and low crime. In 2016, Huffington Post named Bloomington one of the “11 Amazing Cities You've Never Thought to Live In, But Should.” In 2015, Normal was ranked number three on the list of Best College Towns in America by [College Values Online](http://www.collegevaluesonline.com). Bloomington was also recently placed on [CNNGo’s](http://www.cnngo.com) list of the 100 Best Places to Live. [Expansion Management Magazine](http://www.expansionmanagement.org) rated Bloomington-Normal as one of two metro areas with a five-star quality of life, giving the community high rankings in such areas as standard of living, quality of schools, traffic and commute. Please visit the Bloomington-Normal Area Convention & Visitors Bureau website at [www.visitbn.org](http://www.visitbn.org) for more information.

The metropolitan areas of Chicago, Indianapolis, and St. Louis are all within three hours using public or private transportation. The “twin cities” have gained a reputation for progressive town planning and green initiatives, providing an ideal location for families of all types. The Children’s Discovery Museum, the Normal Theatre, the Bloomington Performing Arts Center, and the U.S. Cellular Coliseum all provide unique, lively venues for entertainment. The area is also home to five public golf courses, twenty-six miles of hiking, biking, and jogging trails and several lakes.
Illinois State University: Academic Units

Illinois State University is comprised of six Colleges, each of which contains academic departments and centers designed to provide — singly and collectively — a comprehensive and robust academic experience for students. Degrees are offered at the bachelor’s, master’s, and doctoral levels. The University’s academic programs are supported by the services and collections of Milner Library.

College of Applied Sciences and Technology houses the Departments and Schools of Agriculture, Criminal Justice, Family & Consumer Sciences, Health Sciences, Information Technology, Kinesiology & Recreation, Military Science, and Technology. The College also includes several significant centers, including the University Farm, the Center for Renewable Energy, and Illinois State’s well-known Gamma Phi Circus, the nation’s oldest collegiate circus.

College of Arts & Sciences offers many majors and minors at the undergraduate level. Some of these programs are interdisciplinary. Many departments have teacher education programs where a student majors in a subject discipline while getting credentials towards a teaching certificate. Many departments have graduate programs leading to master’s and doctoral degrees. The College houses many of Illinois State’s study abroad opportunities, the Center for Child Welfare and Adoption Studies, and the University’s radio station WGLT.

College of Business is known for its comprehensive undergraduate programs and its highly rated MBA program. The MBA program consistently maintains a position among elite business schools. Recognized as one of the best choices for earning an MBA, according to the 2017 Edition of the Best Business Schools, published by Princeton Review.

College of Education partners with departments across the University to offer teacher education programs in a wide variety of academic programs and areas of study. With 43 accredited teacher education programs and offerings at the bachelor’s, master’s, and doctoral levels, Illinois State remains true to its founding as the Illinois Normal School, specializing in teacher education.

College of Fine Arts includes the School of Art, the School of Music, the School of Theatre and Dance, and the Program in Arts Technology. University Galleries and Illinois Shakespeare Festival are also housed within the College of Fine Arts.

Mennonite College of Nursing offers nursing degrees at the bachelor’s, master’s, and doctoral level. Building on the rich history of nursing education at Mennonite College, established in 1919, the College of Nursing was incorporated into the University in 1999 as ISU’s sixth academic college. The College is proud of NCLEX and FNP pass rates consistently exceeding state and national averages and offers a
state-of-the-art Nursing Simulation Lab with diverse clinical placements which prepare students to practice in a complex healthcare system.

**Milner Library** staff includes subject librarians who work closely with academic units to provide learning and research materials across the academic spectrum. Group study areas, quiet floors, collaboration stations, and a technology rich environment support varied student learning styles. While the availability of electronic resources grows at a rapid rate, Milner is still home to 1.6 million physical volumes and the University Archives.

**Illinois State’s Strategic Plan**

The University's strategic plan, *Educating Illinois 2013–2018: Individualized Attention, Shared Aspirations*, is described in detail at [Educating Illinois](#). The University has been engaged in the implementation of this comprehensive plan, monitoring results and engaging deeply in the broad strategic directions outlined in the plan.

With the underpinning of a commitment to an individualized and transformative experience for students, Illinois State University is committed to:

- Undergraduate and graduate education that balances traditional pedagogies with educational innovation;
- High quality research, scholarship, and creative endeavor;
- Student learning and development, in and outside of the classroom; and
- Service to the central Illinois region, the state, the nation, and the world, through the education of global citizens with a commitment to civic engagement.

The Fiscal Year 2017 progress report describes a number of successes, each reflecting the core values of Illinois State: Pursuit of Learning and Scholarship, Individualized Attention, Diversity, Integrity, and Civic Engagement. The highlights of that progress report are:

- Enrolled a strong freshman class and increased the percentage of students from underrepresented populations;
- Maintained strong retention and graduation rates that are within the top 10 percent nationally;
- Received national rankings as a University as well as in academic colleges and programs, including several that recognized Illinois State or its colleges as being among the best in the nation;
- Recognized for the second consecutive year as a Great College to Work For by *The Chronicle of Higher Education*;
- Developed numerous partnerships, including internationally, relating to teaching, research, and public service;
- Appointed a Campus Climate Assessment Task Force that developed recommendations on diversity and inclusion;
- Opened the Center for Community Engagement and Service Learning;
- Initiated the process to update the University's strategic plan;
- Developed new academic programs, including new online graduate programs;
- Addressed high priority, deferred maintenance needs and planning to enhance facilities; and
- Surpassed the $20 million fundraising milestone for the third consecutive year.
Plans for Fiscal Year 2018 include:

- Continued focus on recruiting and enrolling first-time-in-college and transfer students;
- Further development of academic programs that meet the needs of the workforce;
- Implementation of the recommendations of the Campus Climate Assessment Task Force;
- Expansion of activities designed to enhance the globalization of the University;
- Additional opportunities and partnerships for the Center for Community Engagement and Service Learning;
- Increased philanthropy through the launch of the next university campaign; and
- Enhancement of the Bone Student Center, College of Fine Arts facilities, Watterson Commons, and Milner Library.

**Illinois State’s Master Plan**

The Master Plan presents a long-range blueprint for the physical development of Illinois State University — its future size, form, function, character, image, and environment. The plan presents a series of recommendations designed to further the University's physical transformation beyond what has been accomplished in recent years. These recommendations have been tailored to support and enhance the University’s strategic plan. For more information, see [Master Plan 2010-2030](#).
The Vice President for Academic Affairs and Provost Opportunity

Overview

Illinois State University seeks a strategic and innovative academic leader committed to the mission, vision, and values outlined in the University’s strategic plan to serve as vice president for academic affairs and provost.

The vice president for academic affairs and provost serves as the chief academic officer of the University with responsibility for academic and senior-level internal leadership. The provost serves as the primary representative for the president in his absence, working with and coordinating the team of senior staff who are responsible for achieving the University’s established major goals identified by the president and the board of trustees. In addition, the provost supervises and guides the work of the senior university-wide academic staff and of the academic and college deans.

The provost assumes a lead role in Illinois State University's strategic planning for educational and academic programs and support, fostering the development and enhancement of high quality baccalaureate, master's, and doctoral-level programs through ongoing review and assessment, raising academic standards, and expanding research. As an important part of this process, the provost works with the deans and development team to identify new sources of revenue to support existing programs, as well as the creation of new programs that are in keeping with the mission and goals of the University.

As the chief academic officer for the University reporting directly to the president, the provost provides leadership in the planning, development, implementation, and assessment of all academic programs and many service areas. This includes responsibilities for on-campus and off-campus undergraduate, graduate, and continuing education enrollment activities as well as the activities of the University libraries, academic services and support, and information technology. This position is responsible for the development, implementation, and assessment of the University's programs and services, particularly as they relate to academic programs, faculty development, and student learning outcomes. The provost is responsible for 6 colleges, the university libraries and 8 high level administrators who oversee 17 reporting units. (For more information, see the organization chart in Appendix I.)

Opportunities and Expectations for Leadership

The new provost must possess the intellectual vision and energy necessary to lead a complex, major institution of higher education to its next step in the learning and research communities. An ability to successfully motivate a university-wide team at all levels, to develop an understanding of core values, and to demonstrate appropriate responsiveness to the needs and concerns of students, faculty and staff of a public doctoral university is critical. The new provost will be asked to address the following critical leadership issues, among others:

1. **Strategic Planning.** *Educating Illinois 2013–2018: Individualized Attention, Shared Aspirations* has provided the vision and action plan for Illinois State’s overall goals, and to date the gains are
impressive. Yet to sustain the current momentum and fully achieve its impressive vision, Illinois State and its leadership, including the new provost in a central role, will need to maintain this focus over the coming years.

2. **Teaching and Learning.** Illinois State seeks to further strengthen its commitment to excellence, to sustain its vision of the "small college experience," and to enhance student learning at all degree program levels. For reasons both internal and external, one major focus will be on new forms of assessment. The general education program, while strongly supported in its vision, will need attention to assure that its promise is realized.

3. **Enrollment Development.** The provost will work with others, supported by appropriate data, to decide on the most appropriate size for Illinois State. Enrollment has been growing, and the provost will have an important role in determining the best size of the student body.

4. **Research and Scholarship.** Building on the clear scholarly strengths of so many current faculty, the new provost will need to find creative means to broaden and diversify such contributions, while attending to the needed balance with the teaching role. Promising directions may include identifying additional opportunities for "niche" development, providing greater resource support, and proactively legitimating alternative forms of scholarship and diversifying workload expectations.

5. **Faculty Renewal.** Illinois State has experienced an unprecedented turnover of faculty resources as the result of retirements and program and enrollment growth. These changes clearly present both an opportunity and a challenge. In a time of resource constraints, Illinois State will need to find the means and strategies to attract new faculty members and to help these individuals attain excellence in both their instructional and scholarly roles. Likewise, the University will face similar challenges in attracting new staff members.

6. **Civic Engagement.** Illinois State promotes active learning experiences through which students will gain an awareness and understanding of civic engagement as a lifelong responsibility. The University offers a minor in civic engagement and has been ranked in the top 25 institutions for student civic engagement by NASPA (the National Association of Student Personnel Administrators). The provost will support and develop this focus on civic engagement.

7. **Diversity and Inclusion at the University.** Illinois State has made progress in increasing diversity and inclusion in the recruitment and promotion of faculty and staff in several areas of the campus. However, much also remains to be done, both in staffing and in student recruitment and retention. Given the provost's role in enhancing quality and excellence in the academic arena, the goal of strengthening a diverse and inclusive environment must be another key focus for attention and action.

8. **International Affairs.** The provost will be asked to lead the development of international affairs in a variety of ways, including English language programs, study abroad programs, affiliated academic programs and increasing the international student population on campus.

9. **Strengthening Capacity.** In the course of the comprehensive planning and review process inherent in *Educating Illinois*, faculty and administration raised the question of whether the current academic structure of Colleges and programs could be strengthened to better serve overall goals, but discussion on that question remains largely undeveloped and unresolved. This remaining dimension of the planning process may provide another critical focus for the attention of the new provost.
10. **Resource Development**. The realization of Illinois State’s vision and key goals is challenged by limited resources, particularly given current trends and realities in state support. The University's bold responses, through the Campaign for Illinois State University and the related master plan, hold great opportunity and promise for future generations of learners, teachers and scholars at Illinois State. The new provost will have a significant role in resource development through various forms of fundraising.

**Qualifications and Personal Qualities**

The successful candidate will be an innovative, open and persuasive leader, and gifted collaborator with a deep appreciation for excellent education and the networking and entrepreneurial skills required to work successfully with a wide range of individuals and constituencies across multiple organizations. The new provost will advocate for faculty development and the strengthening of students' educational experience and will develop creative partnerships for the University across the region and country. He or she will demonstrate the following professional qualifications and personal characteristics:

**Qualifications:**

- **Appropriate Academic Background**: An earned doctorate or other terminal degree from an accredited institution and a record of outstanding scholarship and superior university teaching, meriting an appointment of full professor with tenure.

- **Managerial Skills and Experience**: Demonstrated success in managing complex projects, groups, or organizations. Managerial skills should include an ability to work with and supervise others, manage significant budgets and financial projections, plan and organize work, work effectively with colleagues across divisions, and make difficult decisions when necessary.

- **Leadership Skills**: Demonstrated success in an academic administrative position in higher education, to include: team building and collaboration, transparency in decision-making, respect for other opinions and voices, an understanding of shared governance in the academy, and the exercise of creativity, vision, and entrepreneurial spirit in developing and achieving goals.

- **Strategic Planning Experience**: Successful experience leading strategic planning, substantive and decisive evaluation of academic programs, learning outcomes assessment and accreditation, developing interdisciplinary programs, and the application of new technologies.

- **Broad Academic and Administrative Experience**: Understanding of academic affairs, student services administration, and strategic enrollment management. Ability to recognize, appreciate, and be conversant with a broad range of disciplines, including professional disciplines such as nursing and business.

- **Fundraising Abilities**: A successful record of creative leadership in generating external resources including such activities as successful grant development, partnership development, work with alumni and friends of the institution, and constituency building.

- **Libraries and Information Technology**: Demonstrated experience with and understanding of the role of libraries, academic technology support and emerging technologies.
• **Commitment to Diversity:** Demonstrated experience and understanding in increasing diversity and inclusion among students, faculty and staff.

• **Broad Professional Experience and Acumen:** A demonstrated and astute connection to the local, regional and national higher education community regarding current economic and political realities from various perspectives, and familiarity with current research and emerging trends as well as an involvement with national professional societies and organizations.

**Personal Qualities and Skills:**

• The highest personal integrity.
• Outstanding listening and communication skills.
• Openness in dealings with others and acceptance of diverging perspectives.
• Ability to bring individuals and groups with diverse perspectives to consensus and common action.
• The ability to formulate and communicate a clear vision.
• Capacity to function effectively in external and internal environments with sound judgment in the context of politics, public relations, and academia.
• Highly motivated team player who possesses a high level of energy and who functions effectively in a fast-paced environment.
• Proficiency at personal interaction with the diverse members of a university community, including students, staff, faculty, and other stakeholders.
• Sense of humor and capacity to have fun.

This position is security sensitive and subject to a criminal background investigation based on University policy. Employment is contingent upon the candidate’s passing a satisfactory criminal background investigation.

**Procedure for Candidacy**

We invite inquiries, nominations and applications. Initial review of applications will begin on November 13, 2017, and continue until the position is filled. Candidates should provide a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile, and the names and contact information of five references. References will not be
contacted without prior knowledge and approval of candidates. These materials should be submitted electronically via Illinois State University's application portal. The direct link to apply is as follows: [www.jobs.ilstu.edu](http://www.jobs.ilstu.edu). Questions and nominations may be directed to Lisa Mason, Assistant Director for Academic Employment, at [lmmason@ilstu.edu](mailto:lmmason@ilstu.edu) or 309-438-7487.

Illinois State University, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding affirmative action, nondiscrimination, and anti-harassment. Illinois State University is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, religion, sex, national origin, sexual orientation, order of protection, gender identity and expression, ancestry, age, marital status, disability, genetic information, unfavorable military discharge, or status as a veteran in employment, educational programs and activities, or admissions.
Appendix I