

PROVOST AND EXECUTIVE VICE PRESIDENT SEARCH

A growing university with an inspiring mission to transform the lives of its students, Adelphi University, New York has key elements for success in place: strong new leadership, world-class faculty, a compelling new strategic plan and an extraordinary commitment to diversity. Now we seek an inspirational new Provost to lead our academic division forward.

At an exciting time in its history, Adelphi University, New York, invites nominations and applications for the position of Provost and Executive Vice President.

The University seeks a proven, innovative and collaborative leader capable of bringing a bold, creative vision as well as strong organizational and management skills to the position of Provost and Executive Vice President. This individual will lead scholastic affairs at Adelphi; a major metropolitan university focused on student success. He or she will be a key player in continuing to drive the University's growing prominence and recognition on the national stage.

As the chief academic officer of the University, the Provost will provide academic leadership and support for Adelphi University's eight esteemed colleges and professional schools plus the libraries. The Provost will lead the University in its academic planning and set shared goals, policies and practices in the spirit of shared governance. The Provost will play a key role in the implementation of the University's long-range strategic vision associated with [Momentum: The Strategic Plan for Adelphi University, 2015–2021](#). Additionally, the Provost will make strategic decisions to support the faculty, students, and academic programs of the institution.

Adelphi University: A Brief History

Adelphi University, the first institution of higher learning on Long Island, was founded in 1896. Today, it is a growing institution dedicated to transforming student lives through its unique, personalized approach to teaching and learning. The University is an independent, doctoral granting institution. With more than 7,900 students, the University offers more than 100 different degrees at the bachelor's, master's, doctoral and professional levels.

Today, Adelphi is a growing university that prides itself on an unending commitment to diversity, personalized education and successful student outcomes. From its original Garden City, New York, footprint of three buildings, Adelphi's main campus has grown to encompass 29 buildings on 75 pastoral acres in the heart of Nassau County. There are eight colleges and schools: the College of Arts and Sciences; the Gordon F. Derner School of Psychology; the Honors College; the Robert B. Willumstad School of Business; the Ruth S. Ammon School of Education; the College of Nursing and Public Health; the School of Social Work; and the College of Professional and Continuing Studies.

Through the addition of these schools and programs, Adelphi has reinvigorated its academic community by continuing to invest in its future. Our faculty is leading the way to ensure that our students receive the finest education in the region and that Adelphi continues to serve as a vital resource to local communities. As the University turns its strategic plan—*Momentum*—into a vision for the future, the University community has come together to accomplish mutual goals centered on scholarship and student achievement.

Adelphi's [main campus](#) is in Garden City, New York, located just 23 miles from New York City. Getting to New York City from Adelphi's Garden City campus is very convenient. With the Long Island Rail Road within walking distance and free shuttles offered to and from local train stations, the greatest city in the world is just a short ride away. The campus community has access to local Long Island culture and iconic New York City venues such as Broadway, Central Park, Barclays Center, Ellis Island, Yankee Stadium, the Museum of Modern Art, the Statue of Liberty and Rockefeller Center, to name just a few.

Additionally, Adelphi has a thriving center in downtown Manhattan as well as hubs in New York's Suffolk County and the Hudson Valley. New York City and the tristate area are attractive destinations for the world. New York City ranks in the top five of the fastest-growing cities in the

United States (U.S. Census Bureau 2016), top five most visited cities (*Forbes* 2016), No. 1 most economically powerful city in the world (*Business Insider* 2015), No. 1 most influential city in the world (*Forbes* 2014), No. 1 city for finance (*The Telegraph* 2017) and No. 1 best city in the world (Time Out 2016).

Academic Profile

Adelphi University has been [nationally and internationally recognized](#) and cited by several well-respected organizations, including The Princeton Review, *U.S. News & World Report*, and *Forbes* as a top choice for quality education. *U.S. News & World Report* listed Adelphi as a Best College in its analysis of 1,600 institutions, ranking the school in the top 10 percent. *Money* magazine recently honored Adelphi as a College of Distinction and a *Money* magazine Best College. Adelphi was awarded seven Best of Long Island 2017 awards, including Best College and Best College President. The School of Social Work is ranked in the top 10 percent nationwide by *U.S. News & World Report*, and the Center for World University Rankings placed Adelphi fourth in the world for psychology/psychoanalysis. The Carnegie Classification identifies Adelphi University as a doctoral university with moderate research activity. Adelphi's students come from 40 states and 49 countries.

The University's academic programs feature 21st-century curricula and pedagogies, professor-led courses, and access to the most up-to-date instructional tools and technologies. The 10:1 student-to-faculty ratio and average class size of 21 allow personalized instruction as well as many opportunities for research and high-impact instructional practices. There are more than 345 full-time faculty members, of whom nearly 90 percent have earned the highest degree in their fields. Adelphi faculty members regularly collaborate with colleagues and students in their research, often across disciplines, schools and colleges.

To ensure that students and faculty have the resources needed to reach their goals, the University has invested millions of dollars in infrastructure. Adelphi University has renovated its facilities; upgraded its technology and created state-of-the-art classrooms; and dramatically improved its libraries—both facilities and collections—and invested in new equipment. An ambitious campus expansion project over the last decade resulted in the completion and opening of the Adele and Herbert J. Klapper Center for Fine Arts, the Center for Recreation and Sports, the Adelphi University Performing Arts Center, and the Alice Brown Early Learning Center. Additionally, in Fall 2016, the Nexus Building—the inspiring new home of the College of

Nursing and Public Health as well as the Office of Academic Services and Retention and the Office of University Admissions—opened. Our Manhattan Center is being renovated and reenvisioned for a new cohort of international students.

Student Profile

In Fall 2017, there were 5,254 undergraduates and 2,699 graduate students attending Adelphi University. [Our students are diverse in many ways](#). Nearly 10 percent of our graduate students are international students; students of color make up 40 percent of the student body; and approximately 30 percent are first-generation students. Adelphi is a Yellow Ribbon school for veterans and serves students with autism spectrum disorder through its renowned Bridges to Adelphi program. Nearly 23 percent of our undergraduates live on campus. What holds this diverse community together is a commitment to academic success, access to faculty who give them the personalized attention they desire, and a willingness to make a real difference in the world. Students work closely with faculty and peers as well as with members of local communities on projects, research and fieldwork. Adelphi students are making their mark across academic fields and country borders.

Diversity and Inclusion

Diversity is an affirmation of the richness of human differences, ideas and beliefs. Adelphi University strives to become a [model of diversity and inclusion](#). Diversity encompasses the range of human differences that includes age, gender, race, ethnicity, physical and mental ability, sexual orientation, religion, nationality, socioeconomic status, belief systems, thought styles, military experience and education. Adelphi University values and supports diversity to ensure that we are the model for a socially just and inclusive institution. The Vice President for Diversity and Inclusion as well as the University Diversity Committee have the responsibility for the realization of this goal. As part of this continuing effort, the University offers the groundbreaking Diversity Certificate Program for faculty and staff; continues to grow its mentoring programs for students of color, veterans and the LGBTQ community; and engages in active recruitment strategies to attract diverse faculty, students, staff and administrators. Additionally, the University is maximizing campus facility accessibility and gender inclusiveness, and strives to ensure that all members of the world community feel welcome and included. In 2016, Adelphi University saw the largest increase in students of color in its history. In Fall 2017, the University will welcome a new cohort of faculty for 2017–2018 that is composed of nearly 50 percent faculty of color.

Alumni

There are more than [90,000 active alumni](#) worldwide. Notable Adelphi alumni include Ron Bruder—American entrepreneur who runs Middle East education nonprofits, named on the *Time* 100; Chuck D (Carlton Ridenhour)—musician, author, lecturer, founder and frontman of the hip-hop group Public Enemy; Gary Dell'Abate, "Baba Boeey"—longtime producer of *The Howard Stern Show*; Alice Hoffman—*New York Times* best-selling author; Jonathan Larson—creator of the Broadway musical *Rent*; Gregory W. Meeks—congressman from New York's Sixth District, representing Queens; Al Trautwig—sports announcer and member of the Adelphi Athletics Hall of Fame; Robert B. Willumstad—chairman and CEO, American International Group; and Jacqueline Woodson—award-winning author of children's literature.

Position Profile

Job Summary

The Provost and Executive Vice President reports directly to the President and is a key member of the senior leadership team, working in close partnership with the team to plan and implement the University's overall strategic objectives and its strategic plan, *Momentum*. The Provost will join a culture that values both highly collaborative and consensus-driven approaches. The Provost will have the ability to forge strong working relationships and partnerships across schools and colleges.

As the chief academic officer of the University, the Provost provides academic leadership and support for Adelphi University's [eight colleges and professional schools](#). The Provost leads the University in its academic planning and sets goals, policies and practices in the context of shared governance. The Provost has leadership and oversight responsibilities concerning a complex set of activities that are vital to the University's success as an institution of higher learning. Equally important responsibilities to be assumed by the Provost involve working closely with various internal and external constituencies and partners.

Opportunities and Expectations for Leadership

The next Provost will arrive at a transformational time for the University, with great excitement about the future. The Provost will be a role model and develop leadership among deans, chairs, directors, faculty, and professional and support staff. Within the broad and demanding array of responsibilities associated with this position, the Provost will want to give particular attention to the following leadership challenges and opportunities.

Evolve and Implement Momentum: The Strategic Plan for Adelphi

The Provost will have a central role in the continuing implementation of the University's long-range strategic vision—*Momentum*—and will make strategic decisions to support the faculty and the academic programs of the institution. *Momentum* is in the first phase of its implementation and plans for growth both in Manhattan and Garden City. The Provost will be among the key group of senior leaders from the University who will be identifying potential revenue streams and developing the resources in support of initiatives that are the product of *Momentum*. The Provost must be an articulate and persuasive presence and be able to help lead the University

through a time of change and improvement and facilitate the implementation of the University's strategic plan in a manner that engages and inspires campus stakeholders.

Promote Academic Quality

As the academic leader of the institution, the Provost will work closely with faculty to support all of the academic programs at the University as well as to guide the direction of future curriculum development and academic programming. The Provost is responsible for ensuring the quality of all academic departments through the management of needed resources, through the oversight of faculty hiring and promotion, and through the establishment and coordination of policies and priorities. The Provost will support interdisciplinary collaborations across the University. The Provost will serve as a cooperative and creative partner to the University's deans and faculty and will work with them to develop key academic visions for programs, develop new degree programs, focus on interdisciplinary programs and research, and ensure the quality of all programs, instruction and activities. The Provost will provide intellectual leadership to ensure that the University achieves the highest academic quality in a rapidly changing educational environment. The Provost will take responsibility for academic program planning, accreditation, policies, procedures and assessment. Additionally, the Provost will provide leadership for the development, enhancement and review of academic policies and programs in conjunction with the deans and faculty.

Support Faculty Scholarship and Teaching

Faculty scholarship and teaching are core pillars of university life. The Provost will provide leadership in advancing and supporting scholarly [activities of the faculty](#), helping them to achieve excellence in their scholarly endeavors and academic inquiry. In this role, the Provost will demonstrate institutional commitment to scholarship through identification and oversight of resources and delivery of administrative services that support scholarly inquiry and faculty development. Additionally, the Provost will focus on strengthening instruction at Adelphi, including creating closer connections between instruction and opportunities in New York. The Provost will continue to work with faculty and program directors to emphasize hands-on learning and high-impact teaching practices. The Provost will develop clear procedures to provide creative and visionary solutions to traditional and 21st-century challenges in higher education. The Provost will embrace the tradition of shared governance with faculty. Additionally, the Provost will ensure fair and transparent procedures in faculty hiring, tenure and promotion across the University.

Develop Fiscally Minded Budget and Allocate Resources

The Provost is responsible for the strategic priorities and guidance of the academic mission of the University. The Provost is responsible for ensuring resources are appropriately allocated to the academic and student mission. In collaboration and coordination with the President and the Executive Vice President of Finance and Administration, the Provost not only leads discussions about the academic operating budget but also participates in decisions concerning resource allocation, including capital, technology and equipment expenditures.

Develop Diversity and Inclusion

Working closely with the Vice President for Diversity and Inclusion and other members of the University's executive leadership team, as well as with the faculty, the Provost will provide support and leadership to promote diversity and inclusion initiatives across the University. The Provost will continue efforts to diversify the faculty; promote fairness, equity and transparency in the tenure and promotion process; and diversify the curriculum and advance internationalization. The Provost will contribute to ongoing efforts to define a clear strategy for enhancing diversity among students and faculty, including ensuring opportunities at Adelphi for students of all economic backgrounds.

Focus on Student Success

Adelphi wants its students to be intellectually challenged and personally transformed by their learning as well as inspired to make a difference. The Provost will lead the effort to enhance the academic experience and student life experience. The Provost's role also includes a strong focus on student success, retention and graduation rates. The Provost will ensure that the University continues to offer vibrant and appropriate student support services, student life activities, and a career services office focused on finding internships and careers for both undergraduate and graduate students. As a highly visible figure on campus, the Provost will listen to and engage with students and the organizations and departments that serve them and will work to enrich the student experience within and outside of the classroom. At Adelphi, which has received the Carnegie Community Engagement Classification, the Provost will help the University elevate students' level of engagement with the broader community and seek to creatively grow service-learning programs and expand the University's community engagement efforts.

Support the Office of the President

Adelphi University President Christine M. Riordan, Ph.D., is an internationally recognized expert

in leadership development, team building, and diversity and inclusion, and is recognized for her groundbreaking initiatives to personalize and transform the higher education experience.

Since beginning her appointment as [Adelphi University's 10th president](#) in 2015, Dr. Riordan has launched a remarkable turnaround strategy that has led to a boost in enrollment, increased fundraising, greater recognition and new strategies to promote student success and diversity and inclusion. In both Fall 2016 and Fall 2017, Adelphi enrolled the largest first-year classes in its history.

Dr. Riordan has published more than 60 academic and business press articles, is authoring a book on leadership, and is a frequent speaker on leadership and overcoming challenges. She has been interviewed and written articles for media such as *The Financial Times*, *Harvard Business Review*, *Forbes*, *USA Today*, *U.S. News & World Report*, *The New York Times*, *International Herald Tribune*, The Huffington Post, MSNBC, CNN, CNBC, *The Wall Street Journal*, *MarketWatch*, CareerBuilder and *Psychology Today*.

Dr. Riordan serves on the board of directors of RE/MAX Holdings, Inc. (NYSE:RMAX) and is chair of the nominating and governance committee and serves on the compensation committee. She previously served on the audit committee. She is on the board of directors of the Long Island Association (LIA), a leading business organization on Long Island. She is also a trustee of the Long Island Regional Advisory Council on Higher Education (LIRACHE) and is a member of the President's Advisory Council at the Georgia Institute of Technology. Dr. Riordan is also chair of the President's Council for the Northeast-10 Conference.

The Provost will work closely with the President on the strategic initiatives for the University. The Provost will function as an individual who will stand in for the President during her heightened external University activities. A common vision and close working relationship with the President will invigorate the work of the Provost and bring vitality to the University community.

Desired Qualities and Qualifications

To be an effective member of the executive leadership team, the Provost must be a consummate professional who will embrace positive change and work well in a highly consultative environment within a culture of transparency and academic excellence. The

individual will be a confident, high-energy leader, a superb communicator and an innovative thinker who focuses on broad possibilities and opportunities as well as tangible results. Also, the Provost will understand and respect shared governance and be an advocate for an environment that encourages teamwork, student success, inclusive decision making and a sense of community across the University.

To best serve Adelphi University, the ideal candidate will have many of the following professional qualifications and personal characteristics:

Leadership

- Several years of progressively responsible academic and administrative leadership roles in higher education with significant and successful scholarship and teaching experience
- Leadership skills with the ability to set challenging and attainable goals; set priorities and work with and inspire others to high levels of professional achievement; leverage ideas into action; lead and navigate as the University grows
- Experience with leadership in graduate education, including doctoral studies, is desirable.
- Strong influence and relationship skills, able to command respect and earn the trust of individuals within and outside the University
- Collaborative and team-oriented leadership style
- Good judgment in recognizing gaps and challenges and assessing where improvements are needed
- The ability to make appropriate connections and build synergies; an open and creative approach to problem solving, with a willingness to address issues without territoriality
- The ability to understand and enable diverse viewpoints and approaches to achieve University goals
- Ability to positively lead change
- Excellent oral and written communication skills that are both respectful of diverse viewpoints and can inspire the various constituencies both inside and outside the academic community
- Demonstrated commitment to cultural diversity, affirmative action/equal opportunity and achievement in increasing campus diversity
- A genuine commitment to the mission and values of Adelphi University
- Demonstrated ability in managing a complex academic organization and effectively interacting with faculty, staff, students and external constituents

Experience/Knowledge in the Field

- Knowledge and understanding of the mission of the University as well as national trends in higher education, including information technology.
- Experience working at an institution of higher education.
- Administrative ability, including knowledge of financial planning and budgets, strategic planning, and implementation
- Understanding of local, state and federal policies about issues related to higher education, particularly as they affect four-year (R3) private institutions
- Ability to provide critical, conceptual and strategic thinking to important academic, personnel and administrative issues across the University
- Knowledge and understanding of professional schools and their connections to liberal arts education
- Knowledge in the evaluation of academic programs, the assessment of learning outcomes and the accreditation process

Organizational and Management Skills

- Demonstrated ability to provide administrative oversight, leadership and strategic direction; evidence of excellent organizational skills and organizational development skills, including a clear sense of goals and timeliness
- Experience in managing a highly responsive organization; ability to leverage limited resources while achieving innovative results
- Demonstrated ability to recruit, retain and reward high-quality staff, and a flexible, engaged and open management style that delegates authority, empowers staff and sets high expectations
- A fair, firm and compassionate administrator who can confront challenges and make difficult decisions, resolve conflicts, and demonstrate and promote transparency, integrity and high ethical standards within the institution
- Successful experience managing a large-scale organization of faculty, students and staff, including curriculum and program development
- Ability to work in a student-centered environment and interact effectively with a variety of constituents on and off campus

Collaboration

- Collaborative skills in teaming with colleagues and working with a unionized, innovative,

energetic faculty, as well as with staff; ability to work collegially across the institution, to build relationships and to motivate, mobilize and energize others to work together

- Dedication to faculty engagement and shared governance; willingness to engage in thoughtful discussion with faculty to envision and implement institutional change; and a commitment to support faculty efforts
- Ability to work effectively with various constituencies at the University to promote and support interdisciplinary program development and implementation

Educational/Experience Requirements

A doctoral degree from an accredited institution is required, as well as a minimum of 10 years' experience in higher education at the university level, with a record of successful experience in administration, teaching and scholarly activity.

Candidate should have a minimum of five years of increasing administrative responsibility in an academic affairs environment at the university level and should meet the requirements for full professor.

Positions to be Supervised

Administration

- Deputy Provost for Assessment, Institutional Research, and Compliance
- Associate Provost for Academic and Student Life
- Associate Provost for Faculty Advancement and Research
- Director of Academic Operations and Data
- Executive Assistant
- Executive Director of the Center for Health Innovation

Deans

- College of Arts and Sciences
- College of Nursing and Public Health
- Gordon F. Derner School of Psychology
- Honors College
- Libraries
- Robert B. Willumstad School of Business
- Ruth S. Ammon School of Education
- College of Professional and Continuing Studies
- School of Social Work

Information for Candidates

This position is anticipated to begin in the summer of 2018. The salary and benefits will be competitive. Application review will begin immediately and continue until the position is filled.

Please send all nominations, inquiries and expressions of interest electronically to president@adelphi.edu. Please provide a cover letter detailing interest in and fit for the position, along with your curriculum vitae.

All information will be held in the strictest confidence.

Adelphi University is an equal opportunity/affirmative action employer committed to building a diverse workforce. It strongly encourages applications from women, underrepresented groups, members of the LGBTQ community, people with disabilities and veterans. Adelphi University is an EEO/AA employer.