



Discovery. Diversity. Distinction.

### **Provost and Vice President for Academic Affairs Position Profile**

California State University, Fresno (Fresno State) invites experienced and passionate academic leaders to apply for the role of **Provost and Vice President for Academic Affairs**. The Provost must be a strong collaborator and a thought-partner for recently appointed President Dr. Saúl Jiménez-Sandoval and other members of the leadership team. The Provost must possess an entrepreneurial spirit, work effectively in a solutions-oriented environment that embraces shared governance, and contribute to a culture dedicated to equity and student success.

#### **The University**

Fresno State, a prominent member of the 23 campuses of the California State University system, is the premier regional university within California's diverse and growing Central Valley. The University serves the San Joaquin Valley while interfacing with the state, nation, and world. Service to the region is integral to the University's mission. The prestigious Carnegie Foundation for the Advancement of Teaching awarded the University its recent R2 status and Community Engagement classification, acknowledging its extensive partnership with the greater Central Valley community. Fresno State, with a current enrollment of more than 24,900 students, is a minority-serving institution (MSI), a federally designated Hispanic-serving institution (HSI), and an Asian American Native American and Pacific Islander-serving institution (AANAPISI), reflecting the rich diversity of Central California.

Each year, Fresno State academics steadily garner more attention with the release of national rankings. Recent reports from *Washington Monthly Magazine*, placing the University among its top 25 national universities, and *Money Magazine*, ranking the University 35th on its Best Public Colleges list, put Fresno State in league with University of California campuses and Ivy League institutions. Additionally, Fresno State has recently won five national awards from the American Association of State Colleges and Universities (AASCU): Leadership Development and Diversity (2014), the Christa McAuliffe Excellence in Teacher Education (2014), International Education (2015), Student Success and College Completion (2017), and Civic Learning and Community Engagement (2019). Fresno State is the only university in the country to have earned AASCU's Civic Learning and Community Engagement distinction for five consecutive years. The University has also been recognized as an engine of social mobility due to its success in educating diverse students, with *Money Magazine* recently placing Fresno State among its "Best Colleges for Your Money" and "Top 50 Best Public Colleges" listings. In addition, as a testament to Fresno State's outstanding commitment to diversity and inclusion, the University was recently awarded the 2020 Higher Education Excellence in Diversity (HEED) Award by *INSIGHT Into Diversity Magazine*, the oldest and largest diversity-focused publication in higher education, for the seventh year in a row. Fresno State was one of 10 institutions, and one of three CSU schools awarded the 2021 Seal of *Excelencia* from Excelencia in Education.

Deeply committed to the success of its students, Fresno State admits, enrolls, and graduates

students in larger numbers than any time in its history. Our talented student body comes from families of all income levels. Nearly 65% of Fresno State students are the first-generation in their families to earn a college degree, changing the future trajectory of their families, and virtually unparalleled among doctoral universities in the United States. Over 80% of Fresno State students receive assistance through grants and scholarships. Fresno State has improved its first-year student retention to over 82.5% with the goal of increasing the 6-year graduation rate to 70% by 2025. While 80% of recent Fresno State graduates remain in the San Joaquin Valley to become the next generation of leaders, to date, with more than 180,000 alumni, many have migrated to every state in the nation and across the globe. Fresno State alumni are prominent leaders, innovators, and critical thinkers in every industry, transforming our region and communities across the world.

### **The Division of Academic Affairs**

Fresno State is recognized as the San Joaquin Valley's premier University, with an average of 6,000 graduates per year. 90% of the nearly 25,000 students enrolled hail from the San Joaquin Valley. Academic Affairs is home to a wide variety of undergraduate, masters and doctoral programs housed across eight schools and colleges:

**The College of Arts and Humanities** provides the finest cultural education in the San Joaquin Valley. Through transformative intellectual engagement with the written and spoken word, as well as the production of the visual and performing arts, the College's diverse students courageously forge their own identity by engaging with ambiguity, complexity, and ethics, while communicating empathy for others. The College's 136 professors are joined by lecturers to teach more than 1,100 courses. They work to promote the Central Valley's multicultural heritage and enrich students' lives with thoughtful dialogue. Graduates of the College of Arts and Humanities benefit the community and wider world with the application of their creative talents to the greater good.

The College of Arts and Humanities trains over 2,300 students to become life-long learners and nuanced and precise thinkers who are culturally competent and civically engaged. They study in more than 50 graduate, major, minor and certificate programs, and nurture effective communication skills through 24 student organizations.

**The College of Health and Human Services** has been educating health care leaders for almost 40 years. The College is home to two of the three doctoral programs on campus and more than 4,300 students and 275 faculty and staff members. Faculty dedicate themselves to addressing urgent regional health challenges and are recognized nationally and internationally for their excellence in teaching, scholarship, research, and community service. Through high-impact practices and innovative teaching methods, students learn how to take a holistic approach to the practice of health care, transforming the quality of life of the Central Valley.

Students with a heart for helping others and a passion for making a difference come to the college to prepare for careers in the ever-changing health and human services industry. Upon graduation, 80% of students stay and serve the region as highly skilled health care practitioners, educators, advocates, and leaders.

**The College of Science and Mathematics** graduates the next generation of STEM leaders to collaboratively solve complex regional and global challenges impacting food, water, energy, health, and the environment. Faculty offer cutting-edge research

opportunities for students and support innovative instruction across interdisciplinary curricula and through the implementation of CUREs (course-based undergraduate research experiences). In the 2019-2020 academic year, faculty publications totaled 207, of which 136 were co-authored with students, and made 603 presentations at local, national, and international conferences. Some of the critical areas of research include health and disease; environmental science and sustainability; astronomy, condensed matter, and theoretical physics; bioinformatics and big data; STEM education; topology and knot theory; materials and synthetic chemistry; cognition and human behavior; and the grand challenges of the 21st century.

The College provides abundant opportunities for groundbreaking laboratory research, fieldwork, and community-based learning experiences to over 4,300 students. College faculty and staff are dedicated to preparing scientists, mathematicians, teachers, technicians, health care professionals, and researchers to solve the challenges facing the Central Valley and beyond.

**The College of Social Sciences** – From the study of history, political, social and cultural issues, to projections for the future, the College of Social Sciences' degree programs are designed to develop essential skills necessary to adapt to a constantly changing society and to provide leadership for the new millennium. The College of Social Sciences seeks to instill a concern for human values and civic responsibility, and its students graduate to become judges, teachers, city planners, elected officials, researchers, businesspeople, lawyers, law enforcement officers and government officials.

Over 3,600 students in the social sciences are learning through visionary research and practical experience led by the College's 88 faculty members. They study anthropology by conducting archeological fieldwork and engage in sociological data analysis by working in student computing labs. The College celebrates cultural diversity through the folkloric dance group Los Danzantes de Aztlán as well as initiatives pioneered through the African American and Chicano research centers. Whatever road they travel toward their degrees, students graduate with a broader understanding of the world and their ability to effect change.

**Craig School of Business** – Established in 1928 as the Department of Commerce, the Craig School of Business is a highly-recognized business school, with its real estate program and MBA program recently ranked among the top in the nation. The Craig School's respected undergraduate and graduate programs, highly skilled faculty, forward-thinking students, and loyal community partners take innovation to a new level. The Craig School of Business degree retains its reputation in large part due to over 120 distinguished faculty with diverse and prestigious backgrounds.

Home to more than 3,000 undergraduate and graduate students, the Craig School of Business attracts the most talented, highly competitive students in the state who have demonstrated academic excellence and proven capability for leadership and service. The majority of undergraduate students are the first in their families to earn a four-year college degree and over 88% of Craig School students have full-time positions within three months of graduating.

**Jordan College of Agricultural Sciences and Technology** – The Jordan College stays true to Fresno State's agrarian roots by providing hands-on courses where students manage and work on 22 campus crop, livestock, vineyard, and food processing

enterprises on a working 1,000-acre farm. Industry partnerships are essential to the development of the Jordan College's students—the agricultural and technology leaders of the future. Campus facilities such as the Jordan Agricultural Research Center (JARC), a 30,000 square foot interdisciplinary research center focused on agriculture, food, and natural resources, the Bee Sweet Citrus Fresh Fruit Packing Line, the Foster Farms Poultry Education and Research Facility, and the soon-to-open Tree Nut Processing Laboratory prepare students for the ever-expanding agricultural job market.

The Jordan College's 53 full-time faculty members work with 35 part-time lecturers to teach 645 classes in 112 laboratories that prepare students to improve the quality of life across the Central Valley and beyond, shaping the future of efficient and sustainable agriculture and natural resource management. The Jordan College's nearly 2,000 students are encouraged to present their innovative research at professional conferences and have won national awards in agricultural business, animal science and plant science competitions that showcase their analytical and communication skills. Jordan College graduates receive experiential education and are fully prepared to be productive contributors in their chosen fields immediately upon graduation.

**The Kremen School of Education and Human Development** is committed to recruiting and preparing students who can function effectively as leaders in culturally and linguistically diverse settings throughout the Central Valley. The Kremen School's emphasis on leadership for diverse communities provides a foundation for transformative programs, partnerships, and residencies across urban and rural areas that are integrated as part of applied student research, training, and preparation. Holding various national and state accreditations, the Kremen School of Education and Human Development is proudly dedicated to educating our next generation of leaders.

The Kremen School uses innovative models to produce the second highest number of K-12 schoolteachers of any public university in California, leads in the preparation of counselors, rehabilitation professionals, and higher education leaders, and provides research-informed doctoral-level preparation for educational administrators driven by a social justice framework. With a bold vision to close the achievement gap of all learners and focus on developmentally and culturally appropriate practices, the Kremen School's 123 faculty and staff are committed to transforming the educational landscape of the region. Its nearly 3,000 students enrolled in the School's undergraduate, credential, master's, and doctoral programs utilize their skills in school districts, colleges, and counseling clinics across the region.

**Lyles College of Engineering** – As the oldest publicly-supported engineering college in the San Joaquin Valley, engineering at Fresno State was established in 1922 with just 35 students. In 1979, geomatics became the first program of its kind in the United States and continues to be the only four-year, nationally accredited program in California. Lyles College graduates have succeeded in both public and private sectors, as presidents and CEOs, engineers, constructors, astronauts, innovators, researchers, entrepreneurs and more.

Lyles College faculty serve over 1,500 students and are at the forefront of innovation in the Central Valley, making significant contributions in teaching, research, and scholarship. Known for enrolling and graduating historically underrepresented students in science, technology, engineering, and mathematics (STEM) fields, the Lyles College supports students through tutoring, mentoring, research opportunities, scholarships, internships,

professional development and approximately 30 student organizations that foster creative problem solving, collaboration, and design.

**The Smittcamp Family Honors College** – Recognized as one of the top programs of its kind in the western United States, the Honors College was established in 1998 with a generous \$1 million gift from the late Earl and Muriel Smittcamp, founders of a prominent Fresno-area agribusiness and longtime supporters of Fresno State. The Honors College, which admitted its first cohort of 50 President’s Honors Scholars in August 1999, is unique in the 23-campus California State University system.

**Henry Madden Library** – For ten years, the North Wing, or “New Library,” has been an integral part of campus life for students, staff, and faculty. Its many services and activities have made it a focal point for all who work and study at the University. With exhibitions, guest speakers, creative labs, and activities routinely open to the general public, the library provides a place for local residents to learn and grow. Today, the Henry Madden Library continues to be the heartbeat of the Fresno State campus, with students and staff utilizing the building for studying, gathering, training, or simply grabbing a cup of coffee. More than 12 million people have passed through the doors of the North Wing since they first opened ten years ago.

### **Fresno and the Central Valley**

Boasting approximately 300 days of sunshine a year, Fresno is the fifth largest city in California, and the 10th most diverse city in the United States. The Central Valley is one of the most fertile agricultural areas in the world – it represents 1% of farmland in the United States, and produces 25% of all agricultural products. The University is within a one- to two-hour drive of three national parks – Yosemite, Sequoia, and Kings Canyon – and Fresno is within easy driving distance of San Francisco, Los Angeles, the Monterey Peninsula, and Lake Tahoe. Beaches, sailing, lakes, camping, fishing, hiking, and ski resorts are nearby. Catering to a population over one million, greater Fresno offers a wealth of cultural arts events, shopping and restaurant destinations, parks and bike/running trails that promote a healthy lifestyle. And, unlike other major metropolitan areas within California, Fresno and the Valley offer some of the most affordable housing markets in the entire state.

Fresno State is located in California’s Central Valley—home to breathtaking natural scenery, including the San Joaquin River and Shaver and Huntington Lakes within the Sierra Nevada Mountains; a vast agricultural bounty with nearly 8.9 million acres of the world’s most productive farmland; fresh farm-to-table experiences and ample dining cuisine from all around the world; and the amenities of a large city as well as the charms of nearby small towns. Fresno is home to a vibrant art scene alive with the creative talent of local artists who showcase a wide array of art forms and styles of expression, and who thrive along our nationally-recognized cadre of literary artists that have produced two U.S. Poet-Laureates.

### **Position Summary**

Reporting directly to the President and serving as a member of the President’s cabinet, the Provost and Vice President for Academic Affairs will work collaboratively with cabinet members, the Academic Senate, deans, faculty, staff, and students to advance strategic goals across the University’s campus. The Provost will provide academic and administrative leadership for Fresno State’s eight colleges; guide and support these units in their teaching, research, and service missions; and provide accountability as it relates to accreditation and the assessment of learning outcomes.

The Provost serves as the chief academic officer of Fresno State and is responsible for overseeing all academic programs, including instruction and research, and providing leadership for academic administrative operations. The Provost has principal responsibility for the planning, development, implementation, assessment, and improvement of all academic programs, policies, and supporting infrastructure, including facilities and information technology. The Provost ensures academic excellence through the recruitment and retention of world-class faculty, as well as through rigorous review of faculty for retention, tenure, and promotion. Primarily, the Provost will ensure the success of Fresno State's innovative and transformative academic goals.

### **Priorities and Challenges**

The next Provost will join Fresno State at a crucial moment in its history. The Provost must have the ability to set priorities, determine a plan to achieve them, and communicate effectively with multiple constituencies to implement those plans. Specifically, the Provost will work to address the following challenges and opportunities:

#### ***Supporting Student Success Initiatives and High-Impact Practices***

The Provost will champion student success and amplify the University's commitment to providing a high-value educational experience to its students while enhancing existing programs and offerings, and piloting new solutions-based initiatives. The Provost will work in close collaboration with Student Affairs to guarantee a seamless integration of academic and co-curricular experiences, including student support services.

#### ***Advancing Fresno State's Commitment to Diversity, Equity, Inclusion, and Antiracism***

The Provost will lead efforts to support and strengthen Fresno State's commitment to addressing issues pertaining to diversity, equity, inclusion, social justice, and antiracism. The Provost will manage directives to make the University an open and welcoming environment for its diverse student body, staff, and faculty. The Provost will ensure that the campus supports not only the recruitment of accomplished and diverse faculty and staff but also fosters an environment that supports professional growth and job satisfaction conducive to faculty and staff retention.

#### ***Enhancing Existing and Establishing New Academic Programs***

With a strong understanding of current and emerging trends in higher education, the Provost will identify and implement effective strategies and initiatives for revamping existing academic programs, including adding capacity to admit more students into currently impacted programs. In collaboration with faculty from all academic units and considering the workforce needs of the region, the Provost will make data-driven decisions on the development and launch of new programs and growth areas within existing programs. Furthermore, the Provost will promote partnerships with diverse off-campus constituencies that enhance the University's regional and global effectiveness.

#### ***Managing Budget and Stewarding New Revenue Streams***

The Provost will be an equitable and transparent steward of fiscal resources and work on equitable allocation of existing assets while also identifying opportunities for developing new revenue streams and enhancing private philanthropic support for campus-wide academic initiatives.

#### ***Enhancing Communication Across the University***

The Provost must promote a culture that values collaboration and transparency. To accomplish that, the Provost must be committed to developing effective pathways for communication within and across all levels of the University in order to garner trust and investment. The Provost will seek participation from diverse campus constituencies and generate support for new initiatives and programs, especially from groups underrepresented within upper administration. The Provost must be a visible, active, and genuine participant in the campus community and be willing to engage and support all stakeholders internally and externally.

#### ***Transitioning to a Post-Crisis Pandemic Operations***

The new Provost will work in collaboration with faculty, staff, students, the University's administrative team, and community health partners in developing a thoughtful and comprehensive plan for ensuring a successful transition to a post-crisis. COVID-19 campus environment. Specifically, the next Provost will lead the division in addressing what changes must occur in order to best support student success while ensuring safe working conditions for staff and faculty. Furthermore, the Provost will play a key role in guiding the University's efforts in determining the appropriate health and safety guidelines, addressing mental health issues, uses of technology, and the processes for supporting faculty, staff, and students in achieving their respective goals.

#### **Enhance collaboration with Student Affairs**

With a robust programming of events and resources focused on student success, the next Provost will collaborate closely with the Vice President of Student Affairs and Enrollment Management (a position which is also currently posted). The provost will meet regularly with the VP of Student Affairs to ensure proper resources are focused on challenging DWF courses, graduation rates, and equity gaps.

#### ***Advancing Faculty and Promoting Staff Excellence***

Fresno State's dedicated faculty and staff are one of its central strengths. They bring energy, innovation, and a wealth of institutional knowledge and experience. The Provost must identify resources for the further development of faculty that will strengthen their efforts in scholarship, teaching, and mentoring at all levels. The Provost must also identify and correct impediments to faculty success and retention, with a vigilant eye towards circumstances that disproportionately impact underrepresented or historically marginalized groups. In addition, the Provost must be willing to invest in the professional growth and development of staff in an effort to maximize their potential and contributions to the University. Moreover, the Provost must be committed to the principles of shared governance and foster a culture that embraces collaboration in the decision-making process.

#### **Qualifications and Attributes**

The ideal candidate will bring a record of scholarly and administrative achievement reflective of Fresno State's own standards of excellence, coupled with personal integrity of the highest order. While no one candidate may possess all of them, the successful candidate will bring many of the following qualifications and attributes:

- An earned doctorate or terminal degree and a record of teaching, scholarly achievement, service, and other qualifications that merit appointment as a full professor in one of the disciplines at Fresno State;

- A successful track record of administration and leadership in higher education as shown by a minimum of five years of progressively responsible experience at a level above Department Chair; experience as a Dean is preferred;
- A track record of advocating for faculty with a passionate commitment to academic excellence and implementing innovative strategies that enhance research, grant, and contract activity;
- Understanding the complexity of emerging opportunities present in a comprehensive University environment, and the ability to work effectively in a consultative management setting within the framework of traditional academic self-governance and the collective bargaining environment;
- Proven commitment to shared governance and an openness to collaborative relationships with students, faculty, staff, and administrators within a unionized environment, promoting teamwork at all levels;
- Demonstrated commitment to the professional development of faculty and staff, as well as ensuring campus programs and services that support student learning objectives and promote academic success;
- Experience managing complex budgets and allocating resources with a high level of transparency and fairness;
- Strategic and data-driven thinking with experience in assessment and outcomes measurements as well as accreditation requirements and logistics.
- Demonstrate a clear understanding of and willingness to learn innovative methods and instructional technologies that support faculty and students at a large public university;
- Meaningful commitment to and demonstrated accomplishment in the implementation of campus initiatives towards inclusiveness, equity, diversity, and antiracism, incorporating them into the daily operations at all levels of the organization and embedding them as learning outcomes in academic instruction and research;
- Ability to develop and promote positive public relationships with appropriate groups at local, state, national, and international levels, and to articulate the mission of the University to diverse public constituencies;
- Courage to take principled positions and navigate politically challenging situations with the ability to understand, connect with, and inspire stakeholders from all walks of life;
- Superb communication skills and willingness to listen, collaborate, and work constructively with other University leaders, developing partnerships with other divisions on campus to further the mission of the institution;
- Exceptional leadership characteristics, including honesty, integrity, enthusiasm, resilience, humility, authenticity, empathy, and the ability to adjust quickly to ever-changing situations.

### **Application and Nomination Process**

The Search Committee will begin reviewing applications in mid-March and will continue to accept applications and nominations until the position is filled. To apply, a candidate must submit 1) a letter of intent addressing how the candidate's experiences match the position requirements; 2) a current CV/resume, and 3) a one-page diversity statement that includes concrete examples of action and leadership advancing diversity, equity, inclusion, and antiracism by April 17, 2022. To ensure full consideration, applications (PDF preferred) should be submitted electronically via: <https://careers.fresnostate.edu/en-us/job/511626/provostvice-president-for-academic-affairs>

SP&A Executive Search is assisting Fresno State on the search. To inquire about the search or submit nominations, please contact SP&A Executive Search. Please direct inquiries and nominations, in confidence, to:



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Refer to "Fresno State Provost" in subject line

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