

SEARCH PROSPECTUS:

Executive Vice President and Provost

SUL ROSS STATE UNIVERSITY



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AN INVITATION TO LEADERSHIP

Sul Ross State University is a public, comprehensive, Master's degree granting, multi-campus university, providing on-site and distance education in the Big Bend area of Texas and in the Middle Rio Grande Valley region. Reflecting the vast area of Texas that is served by a single university, in 2018 Sul Ross adopted new measures to bring four campuses closer together under a "One University – Four Campuses" concept. The university is now branded according to its four individual campuses: Sul Ross State University – Alpine; Sul Ross State University – Del Rio; Sul Ross State University – Eagle Pass; and Sul Ross State University – Uvalde.

The university invites applications from higher education leaders for the position of Executive Vice President and Provost. The next provost will play a significant leadership role on the executive team of President Bill Kibler, who is in his fifth year as president of Sul Ross State University.

Sul Ross is unique in that its culture is that of a land grant college, its price is that of a public college, its resource base is tuition dependent similar to that of a private institution, and its teaching and learning environment is like that of small liberal arts college with an emphasis on personal attention and student success. It is a welcoming community with an open-door philosophy of the president, cabinet, faculty, and staff. The university is designated a Hispanic Serving Institution (HSI), with approximately 75% of its students of Hispanic origin.

The university's communities are proud of their bi-national and bi-cultural environment and of the access and affordability they provide to underrepresented populations and first-generation students of all ages. The university enrolls approximately 3,000 students; 2,000 at the Alpine campus and 1,000 at the Del Rio, Eagle Pass and Uvalde campuses.

The provost is the chief academic officer of the university, reporting directly to the president. As such, the provost is responsible for establishing the strategic vision for academic programs, the development and execution of new academic programs, the assessment of current academic programs, the assessment of student learning outcomes, retention and student success, and the establishment of academic policies and procedures.

The full-time faculty at the university number approximately 124. Shared governance is a cherished principle at Sul Ross. The academic atmosphere is informal, collegial, and collaborative, as is often found at smaller institutions. The faculty prides itself as teachers first and foremost, yet there is admirable evidence of scholarship and research, as well as interdisciplinary cooperation and integration within the curriculum.

Candidates must have a doctorate or a terminal degree in a field related to one taught at Sul Ross State University, and must have evidence of successful full-time teaching experience at regionally accredited colleges/universities, as well as a record of progressive advancement in the academy in such positions as department head, dean, or responsibilities equivalent to assistant/associate provost.

The university seeks candidates with teaching and administrative experiences at a university that is student-centered and committed to serving a distinctive and diverse population of students. Because Sul Ross State University is part of a state university system yet operates much like an independent, tuition-dependent university, applications are encouraged from candidates with experiences in both the public and private not-for-profit sectors of higher education. The search committee especially welcomes candidates who are bi-lingual (English and Spanish), women, persons of color, and educators who will fit well with the bi-national culture and heritage of the university's multiple service areas. The geographic distance (275 miles) between the Alpine and Middle Rio Grande campuses necessitates the provost have the energy and capacity to drive regularly between campuses, and the leadership, managerial and political skills to supervise multiple sites, innovative programs, and entrepreneurial faculty.

Additional highly valued qualifications are listed below, as are the unique opportunities and challenges for the next provost, and a preliminary leadership agenda. The search prospectus provides nominators and applicants with information about this exceptional leadership opportunity in one of America's most beautiful and distinct regions.

HISTORY OF THE UNIVERSITY

The Texas Legislature authorized the establishment Sul Ross Normal College in 1917. In the early 1900s the legislature identified the need for a teacher's college between the 550-mile stretch of arid land between San Antonio and El Paso. The area was having trouble attracting teaching candidates. The local school districts had to find a way to transform local talent into teachers. Further, the cost for in-area teachers to travel and stay in San Antonio for re-certification was burdensome on a teacher's salary.

The town of Alpine, Texas made its case directly to the legislature to fund the establishment of a teaching college in the area. The legislature made the location and funding of Sul Ross conditional. Besides donating the land, supplying utilities, and funding student housing, the town of Alpine had to incorporate as a city, which it did. Sul Ross Normal College opened its doors in 1920.

The university's namesake is Lawrence Sullivan ("Sul") Ross, a two-term governor of Texas elected in 1886. He was a champion of public education and in 1891 became president of the Agricultural and Mechanical College of Texas, under whose leadership Texas A&M flourished. In 1917 the Texas Legislature named the newly created Normal School in Alpine, Texas, in his honor – Sul Ross Normal College – which became Sul Ross State University in 1969.



By 1921, faculty member Victor J. Smith designed the Bar RS Bar logo and that same year Sul Ross had registered the Bar SR Bar brand and calves that were donated for the Ex-Student Fund were branded with the school's unique brand. Cattle today are still branded

with the Bar SR Bar brand. A seventy-five feet wide by seventy-five feet high replica of the Bar SR Bar can be seen on the hillside of Hancock Hill, overlooking the campus. Built in 1925 and constructed of native stone, it is currently maintained by the Student Affairs Office. During Homecoming week, student volunteers hike to the site where the stones receive a fresh coat of whitewash and later in the week the Bar SR Bar is illuminated with torches at night.

The university is the birthplace of the National Intercollegiate Rodeo Association and the Sul Ross Rodeo team holds nine national championships. Many team members have gone on to become world champions, and 1951 graduate Harley May is a charter member of the Professional Rodeo Cowboys Hall of Fame.

In the 1960s, Sul Ross State University took advantage of a legal provision that granted resident status to off-campus educational programs. This allowed the university to provide accredited course work at off-campus extension centers and to charge tuition.

Classes sponsored by SRSU came to be offered in El Paso, Sierra Blanca, Van Horn, Monahans, Midland/Odessa, Big Springs, Snyder, Brownwood, Kerrville, Del Rio, Uvalde and Eagle Pass. As other universities began extending into the hinterlands, the Texas Higher Education Coordinating Board stepped in to formalize these programs and ensure program quality. The Board encouraged universities to work with local junior colleges to provide upper-level curricula, including master's degrees. Meanwhile, to ease the logistical problems of serving so many far-flung areas, SRSU pared down the number of its off-site learning centers. SRSU's educational outreach became focused on the Middle Rio Grande Valley communities of Del Rio, Eagle Pass and Uvalde, where upper-level courses were made available in the evenings to area residents and graduates of Southwest Texas Junior College.

HISTORY OF THE UNIVERSITY (cont.)

The Sul Ross State University-Uvalde Study Center opened its doors in the fall of 1973. Study centers in Del Rio and Eagle Pass followed, with each campus site co-located on the campuses of Southwest Texas Junior College. The three off-campus instructional sites became known collectively as Sul Ross State University Rio Grande College in 1995, offering junior, senior and graduate work in selected programs and headquartered in Uvalde.

Reflecting the vast area of Texas that is served by a single university, in 2018 Sul Ross adopted new measures to bring the four campuses closer together under a “One University – Four Campuses” concept. The university is

now branded according to its four individual campuses: Sul Ross State University–Alpine, Sul Ross State University–Del Rio, Sul Ross State University–Eagle Pass, and Sul Ross State University–Uvalde.



SUL ROSS STATE UNIVERSITY TODAY



Sul Ross is unique in that its culture is that of a land grant college, its price is that of a public college, its resource base is tuition dependent similar to that of a private institution, and its teaching and learning environment is like that of small liberal arts college with an emphasis on personal attention and student success. It is a welcoming community with an open-door philosophy of the president, cabinet, faculty, and staff. The university is designated a Hispanic Serving Institution (HSI), with approximately 75% of its students of Hispanic origin. In fact, it has been so from its founding, long before such classifications were developed. The US Department of Education once described SRSU as a “frontier institution,” tightly bound to its people, its place, and its culture.

Sul Ross is the primary institution of higher education serving a 19-county area in the Western and Middle Rio Grande regions. It is a vital force for the economic development of the region. The university’s communities are proud of their bi-national and bi-cultural environment and of the access and affordability they provide to underrepresented populations and first-generation students of all ages. The university enrolls approximately 3,000 students: 2,000 at the Alpine campus and 1,000 at the Del Rio, Eagle Pass, and Uvalde campuses. In the last twenty years Sul Ross in Alpine has conferred more than 8,000 degrees in major fields such as Education, Natural Resource Management,

Geology, and Business. Collectively, the Sul Ross campuses in the Middle Rio Grande Valley have matured to be among the state’s most progressive and dedicated small upper-level institutions. Those campuses have conferred more than 4,500 degrees, primarily in Education, Business and Science fields, contributing significantly to the professional workforce of Southwest Texas and the Middle Rio Grande Valley region.

The 2018-2019 operating budget is approximately \$41 million, of which General Revenue Appropriations are \$25,800,000. The university’s endowment fund is near \$21 million. The Alpine campus generates approximately 77 percent of tuition and fee revenues, the other campuses generate approximately 23 percent.



SUL ROSS STATE UNIVERSITY COMMUNITIES



ALPINE

Alpine is a city of approximately 6,000 residents, located about 220 miles southeast of El Paso, Texas. The university boasts a beautiful 93-acre main campus of exquisitely-detailed buildings. The university also has a 468-acre working ranch that serves its animal science and natural resource management programs. This unique rural region of the Big Bend is breathtaking in its natural beauty and landscape. At 4,475 feet, Alpine is characterized as high desert and a star gazer's paradise. The surrounding Davis Mountain peaks are over a mile high. It has perhaps the most temperate climate of any region in Texas. Relationships between town and gown are very positive. Alpine is family friendly and offers an eclectic mix of people and cultures.

The university's location in Alpine provides easy access to some of the most beautiful and exciting recreational areas in Texas, New Mexico, and northern Mexico. A wide variety of facilities are available for picnicking, hiking, backpacking, rock climbing, camping, rafting, biking, horseback riding, bird watching, observing stars, and more -- all within two hours or less of the campus. For its size and remote location, the community has rich, abundant cultural opportunities. The nearby town of Marfa is one of West Texas's well-known communities of artisans. For more information, see www.cityofalpine.com.



DEL RIO

Del Rio, Texas is located about 150 miles west of San Antonio; it has a population of about 40,000. Del Rio is connected with Mexico's Ciudad Acuña via the Lake Amistad Dam International Crossing and Del Rio – Ciudad Acuña International Bridge. Lake Amistad offers year round water based recreational opportunities. Del Rio is home to Laughlin Air Force Base, the busiest United States Air Force pilot-training complex in the world and the largest employer of Del Rio. See www.cityofdelrio.com for more on Del Rio.



EAGLE PASS

Eagle Pass, Texas is located on the border of the Rio Grande River, 55 miles south of Del Rio and 143 miles west of San Antonio. It is home to historical Fort Duncan. Eagle Pass is a fast growing community, with a current population of approximately 30,000. It has two International Bridges across the United States-Mexican border from its Sister City of Piedras Negras and Coahuila, Mexico. See www.eaglepasstx.us.



UVALDE

Uvalde, Texas (www.uvaldetx.com) is located about 85 miles west of San Antonio and has a population of 16,000. Uvalde is known as one of the best locations in the United States for soaring. It was the site of the 1991 and 2012 World Gliding Championships and is the home of the Aviation Museum of Texas.

GOVERNANCE

SRSU is part of The Texas State University System, the oldest and third largest university system in Texas. In addition to SRSU, the Texas State University System includes Texas State University, Sam Houston State University, Lamar University, Lamar Institute of Technology, Lamar State College Orange, and Lamar State College Port Arthur. Sul Ross operates under the auspices of the Chancellor and the Board of Regents of the Texas State University System.



VISION

Sul Ross State University seeks to be a national and international leader in achieving excellence among universities in the areas of Education, Research, Social Mobility, Service, Affordability, and Shared Governance.

MISSION

Rooted in the distinctive surroundings and history of the Big Bend and the US-Mexico border regions of Texas, Sul Ross State University provides accessible, comprehensive, and life changing education through high quality teaching, research, cultural awareness, creativity, and service.

VALUES

- Excellence
- Ethics and Integrity
- Diversity and Inclusiveness
- Growth and Exploration
- Leadership and Service
- Personal Connection
- Effective Communication



LEADERSHIP

Dr. William L. “Bill” Kibler was confirmed as the 12th President of Sul Ross State University by the Board of Regents of the Texas State University System on July 9, 2014. He brings nearly 40 years’ experience in higher education administration. He previously served for 10 years as Vice President for Student Affairs at Mississippi State University. He served Texas A&M University for 24 years in ascending student affairs positions, the last year as Vice President.

President Kibler earned a bachelor’s degree in economics and a master’s degree and a specialist’s degree in counselor education from the University of Florida. He earned his Ph.D. in educational administration from Texas A&M University.

He and his wife, Pam, who has been a Licensed Professional Counselor, teacher and volunteer, are the parents of six children and two grandchildren; the Kiblers served as foster parents to a total of 37 children over a 15-year period in both Texas and Mississippi.

President Kibler is a visible, student-focused president who is passionate about the mission and values of Sul Ross. Members of his cabinet describe him as an excellent listener, a decisive decision maker, and a visionary leader. The most recent appointments to the president’s executive cabinet include a new vice president for budget and finance (beginning January 2019), and a new vice president for enrollment management (began May 2018). In addition to the Executive Vice President and Provost and the two new vice presidents, the cabinet also includes seasoned faculty/administrators holding the positions of Associate Vice President for University & Student Services & Dean of Students, Assistant Vice President for Information Technology, Executive Director of Administration & Development, Assistant Vice President for Institutional Effectiveness, and Assistant Provost & Dean (Del Rio, Eagle Pass, Uvalde sites).

QUICK FACTS

- Founded 1917
- Achieved University Status 1969
- Main Campus Location: Alpine, Texas
- Fall 2018 Enrollment: Alpine 1,933; Del Rio/Eagle Pass/Uvalde 916
- Undergraduate Degree Programs: Alpine 25; Del Rio/Eagle Pass/Uvalde 13
- Graduate Degree Programs: Alpine 22; Del Rio/Eagle Pass/Uvalde 5
- Average Undergraduate Class Size: 18
- Student to Faculty Ratio: 16:1
- Mascot: Lobo
- Athletics: American Southwest Conference, NCAA Division III
 - » Varsity sports for women: basketball, cross country, soccer, softball, tennis, volleyball
 - » Varsity sports for men: baseball, basketball, cross country, football, tennis, soccer



EXECUTIVE VICE PRESIDENT AND PROVOST

The current executive vice president and provost is Dr. Jim Case. He has served the university in various faculty and administrative positions for the past 38 years and is highly respected and well liked; since 2014 he has held the position of executive vice president and provost. He will leave this post in summer 2019 and return to his tenured position in the faculty.

Hereafter in this prospectus, for convenience, the title of the position is referred to as the provost. The scope and scale of the position is outlined below.

The provost is the chief academic officer of the university, reporting directly to the president. As such, the provost is responsible for establishing the strategic vision for academic programs, the development and execution of new academic programs, the assessment of current academic programs, the assessment of student learning outcomes, retention and student success, and the establishment of academic policies and procedures.

The provost has general supervision responsibilities for the academic deans and directors at SRSU--Alpine and the SRSU campuses in Del Rio, Eagle Pass, and Uvalde, for such matters as faculty recruiting, faculty hiring policies, rank, promotion and tenure considerations, faculty salary administration, academic program development, curriculum review, organized and sponsored research, institutional effectiveness, graduate studies, library and learning resources, distance and on-line learning, institutional research, and other academic support services. Other duties

include oversight of the university catalog, faculty handbook, class schedules, and commencement.

Direct reports and units reporting to the provost are as follows:

- Dean, Agricultural & Natural Sciences
- Dean, Arts & Sciences
- Dean, Education & Professional Studies
- Dean, Library & Research Technologies
- Assistant Provost & Dean, (Del Rio, Eagle Pass, Uvalde sites)
- Associate Provost for Graduate Studies & Research
- Assistant Vice President, Institutional Effectiveness
- University Registrar
- Director, Center for Big Bend Studies
- Director, Museum of the Big Bend
- Director, Title V Promoting Post-Baccalaureate Opportunities for Hispanic Americans
- Director, McNair Grant
- Director, Hispanic Serving Institute
- Director, Upward Bound
- Director, Talent Search
- Director, Gear Up
- Director, Student Support Services
- Director, Academic Affairs
- International Studies
- Executive Assistant

ACCREDITATION

Sul Ross State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate, bachelor's and master's degrees. The

most recent visit for reaffirmation of accreditation took place in April 2018. In December 2018, the university received full reaffirmation of accreditation for 10 years.

ACADEMIC PROGRAM

As a coeducational, comprehensive, public institution of higher education, Sul Ross State University offers certificate programs, bachelor's and master's degree programs. The academic program is structured within four colleges.

The College of Agricultural and Natural Resource Sciences includes the [Animal Science](#), Industrial Technology, and [Natural Resource Management](#) departments, [Borderlands Research Institute](#) for Natural Resource Management, University Ranch, [Meats Lab and Retail Counter](#), and [Sul Ross Rodeo Team](#).

The College of Arts and Sciences includes Behavioral and Social Sciences, Biology, Geology, and Physical Sciences, Computer Science and Mathematics, Fine Arts and Communications, and Languages and Literature. The College offers undergraduate degrees and [graduate](#) degrees and directly administers the [Bachelor of Arts in General Studies](#) and the [Master of Arts in Liberal Arts](#). Additionally, the College of Arts and Sciences houses the [Academic Center for Excellence](#) and the [Rio Grande Research Center](#).

The College of Education and Professional Studies includes Business Administration, Homeland Security and Criminal Justice, Education, Kinesiology, Law Enforcement Academy, and the Small Business Development Center. The college offers a Bachelor's and Master's degree in its departments as well as certifications and licensures.

The College of Graduate Studies promotes the university's graduate programs sponsored within the other colleges:

Agricultural and Natural Resources: Animal Science, Range and Wildlife Management, Natural Resources Conservation.

Arts and Sciences: Art, Biology, English, Geology, History, Liberal Arts, Public Administration

Education and Professional Studies: Business Administration, Criminal Justice, Education (General, Educational Diagnostician, Counseling, Educational Leadership, Reading Specialist, and Superintendent Certification), Health and Human Performance, Homeland Security, Post-Baccalaureate Initial Teacher Certification



SPECIAL PROGRAMS AND FACILITIES

Borderlands Research Institute: Sul Ross State University created the Borderlands Research Institute for Natural Resource Management in spring 2007. The Institute is a natural expansion of a long-lasting partnership between private landowners, the Natural Resource Management program at Sul Ross State University, and cooperating state, federal, and non-government organizations. The Natural Resource Management program at Sul Ross was founded over 50 years ago on a simple notion “to obtain practical information to benefit land management decisions.” The Borderlands Research Institute continues this tradition by focusing its research efforts on three interrelated emphases: 1) ecology and management of wildlife and their habitats, 2) rangeland management and restoration, and 3) conservation biology.

Rio Grande Research Center: Sul Ross State University stands at the gateway to the Big Bend and Rio Bravo ecosystems, encompassing Big Bend National Park, Big Bend Ranch State Park, and protected Santa Elena Canyon and Maderas del Carmen areas in Mexico. This nearly three-million acres represents one of the largest protected biospheres on earth. The mission of the Rio Grande Research Center is to create a structured, science-based, basin-wide perspective for the sustainable use of water resources within the bi-national Rio Grande

watershed. The Big Bend/Rio Bravo is unique in the world for field research. Students and faculty affiliated with the Rio Grande Research Center are engaged in numerous research projects to advance understanding of the complex hydrology and ecology of the transboundary corridor.

Center for Big Bend Studies: The Center for Big Bend Studies, established by Sul Ross State University in 1987, supports and promotes archaeological and historical activities in the Trans-Pecos and Big Bend region of Texas and northern Mexico. The center provides educational opportunities to university students, the public, and outside researchers. The Center for Big Bend Studies fosters interdisciplinary scholarship of the diverse prehistoric, historic, and modern cultures of the borderlands region of the United States and Mexico. The center is committed to the recovery, protection, and sharing of this region's rich cultural legacy through dynamic programs of research, education, public outreach, and publication.

Museum of the Big Bend: The museum of the Big Bend is located on the Sul Ross campus and administered by the university. The Big Bend National Park is located 120 miles from Alpine. For an overview of the Big Bend region and Big Bend National Park, go to www.nps.gov/bibe/index.htm.



THE FACULTY

The full-time faculty at the university number approximately 124. Shared governance is a cherished principle at Sul Ross and there are active faculty governance bodies. The academic atmosphere is informal, collegial and collaborative, as is often found at smaller

institutions. The faculty prides itself as teachers first and foremost, yet there is admirable evidence of scholarship and research, as well as interdisciplinary cooperation and integration within the curriculum.

THE STUDENT BODY

The student body at the residential campus in Alpine is more traditional than that at the Del Rio, Eagle Pass, and Uvalde campuses. The Alpine campus has an array of student activities, support services, recreational and varsity athletics programs, leadership opportunities in student government and other clubs and organizations, and library and learning resources. Beautifully maintained facilities support these many services and activities. Approximately 500 students live in

residence halls, efficiency apartments, and family housing.

Students attending campuses in Del Rio, Eagle Pass, and Uvalde are primarily part-time, working adults; 89 percent are parents or care givers. Many are single parents and students regularly commute across the border to complete a certificate, undergraduate, and graduate degrees.

STRATEGIC PLAN: STRATEGIES FOR THE SECOND CENTURY 2017-2022

President Kibler led the university community through a very collaborative strategic planning process in 2016. The plan is moving aggressively into its implementation stage.

The strategic plan is organized around five goals:

1. Promoting growth in academic, research, and artistic excellence
2. Targeting recruiting, maximizing retention and increasing graduation rates
3. Strengthening a sustainable and diversified financial base while ensuring affordable access

4. Recruiting, retaining and developing faculty, staff, and student employees
5. Unifying and enhancing the image and visibility of Sul Ross. The plan has identified 19 objectives and more than 80 strategies that will help guide and measure progress toward the achievement of its goals.

To read the Strategic Plan, go to https://www.sulross.edu/sites/default/files/sites/default/files/users/docs/president/SRSU_Plan_Strategies_for_the_Second_Century_2017-2022_Final.pdf.



REQUIREMENTS

Candidates must have a doctorate or a terminal degree in a field related to one taught at Sul Ross State University, and must have evidence of successful full-time teaching experience at regionally accredited colleges/universities, as well as a record of progressive advancement in the

academy in such positions as department head, dean, or responsibilities equivalent to assistant/associate provost. Faculty rank may be awarded consistent with the candidate's academic credentials and scholarly accomplishments.

HIGHLY VALUED QUALIFICATIONS

The university seeks candidates with teaching and administrative experiences at a university that is student-centered and committed to serving a distinctive and diverse population of students. Because Sul Ross State University is part of a state university system yet operates much like an independent, tuition-dependent university, applications are encouraged from candidates with experiences in both the public and private not-for-profit sectors of higher education. The search committee especially welcomes candidates who are bi-lingual (English and Spanish), women, persons of color, and educators who will fit well within the bi-national culture and heritage of the university's multiple service areas. The geographic distance between the Alpine and Middle Rio Grande campuses (275 miles) necessitates the provost have the energy and capacity to drive regularly between campuses, and the leadership, managerial and political skills

to supervise multiple sites, innovative programs, and entrepreneurial faculty.

Demonstrated evidence of proficiency and success in these areas is desired: undergraduate and graduate education, distance education, regional and disciplinary accreditation, assessment, recruitment and retention of students and faculty, information technology, faculty development, financial acumen in an environment of fiscal constraint, sponsored research, diversity and inclusion, program development, grants and foundations.

The successful candidate is expected to be: effective in interpersonal and communication skills; open, informal, and accessible; intellectually and managerially agile; patient; and able to multi-task.

OPPORTUNITIES AND CHALLENGES

Geography presents opportunities and challenges for the university. The rural and remote communities which the university serves limit many amenities that students and employees might find in less remote areas. Further, the distance between Alpine and the three campuses in the Middle Rio Grande region hinders face-to-face communication among departments, the sharing of resources, and maintaining a common identity as one university. Yet, population growth in the Southwestern U.S. is very favorable and the natural beauty and environmental consciousness of the region are attractive attributes. A visionary provost will find many opportunities to advance the signature academic programs now offered, as well as develop new programs that leverage the natural resources and serve the higher education needs of the population.

The mission of the university is deeply embedded and embraced within the university's faculty, administration, staff, and alumni. Providing educational access at an affordable price enables underrepresented and economically disadvantaged students to attain degrees and improve the quality of their lives and that of their families. Student success is thus cherished and celebrated by those who work at Sul Ross. Inherent within this meaningful work environment are challenges of recruitment and retention of

students and faculty. Limited financial resources face most colleges and universities; they are especially acute for smaller institutions which are enrollment dependent. The next provost will be expected to work closely and collaboratively with the president's executive cabinet, sharing and executing best practices and creative ideas to address recruitment and retention. The chief financial officer and the vice president for enrollment management are new, providing an exciting opportunity for new initiatives that will increase enrollment, realign resources, and advance the goals outlined in the strategic plan.

The relationship between the main campus in Alpine and those at each off-campus instructional site in Del Rio, Eagle Pass, and Uvalde requires an assessment to engage in a more centralized structure for degree plans, student learning outcomes, and program alignment. This assessment will provide rich opportunities to enhance the image of the university at each site and engage the faculty/staff at each campus in collaborative and meaningful dialogue to ensure the quality of service and academic offerings meet the needs of the communities. The next provost will find challenges in assuring that the university maintains a unified image and brand while recognizing the individual characteristics of each site.



LEADERSHIP AGENDA

1. The scale and scope of responsibilities of the executive vice president and provost are vast and demanding, exacerbated by the distance between Alpine and its multiple sites, and the support of only one, albeit exceptional, executive administrative assistant. An assessment of capacity and priorities in alignment with the strategic plan is essential. The new provost is expected to dedicate significant time in the first 120 days to engage the academic community in this assessment.
 - *maximizing retention and increasing graduation rates; and recruiting, retaining and developing faculty, staff, and student employees.”*
 - Relationship development with the many faculty and staff within the academic units responsible to the provost.
 - Data driven decisions related to systems, policies, personnel, and resource allocation
2. Academic leadership has many dimensions. The most pressing leadership demands on the new provost fall into the following categories:
 - Strategic plan execution, especially related to the goals of “*promoting growth in academic, research and artistic excellence; targeting recruiting,*
3. The new provost is tasked with unifying the faculty; streamlining structures; and aligning systems that satisfy accreditation standards and comply with policies and regulations of the Texas Higher Education Coordinating Board in a manner that is respectful of the strengths and traditions of all four Sul Ross campuses.

NON-DISCRIMINATION STATEMENT

No person shall be excluded from participation in, denied the benefits of, or be subject to discrimination under any program or activity sponsored by Sul Ross State University on any

basis prohibited by applicable law, including but not limited to race, color, national origin, religion, sex, age, disability, sexual orientation, or gender identity.

APPLICATIONS AND NOMINATIONS

To apply, a candidate should prepare a thoughtful letter of interest addressing, as appropriate, the issues and highly valued qualifications outlined in this profile. Include also a current, long-form resume (it should show relevant responsibilities and accomplishments) and the names, phone numbers, and email addresses of at least five references and the candidate’s relationship to each reference. References will be called at a later stage and only with the candidate’s foreknowledge.

For full consideration by the search committee, applications should be submitted by January 21, 2019. Additional information about Sul Ross State University can be found at <http://www.sulross.edu>. Send materials as an e-mail attachment in Microsoft Word format to: srsuprovost@academic-search.com.

The search is being assisted by Academic Search, Inc. Dr. Rick Artman, senior consultant, is leading the search, assisted by associate consultant, Lisa Rosenberg. They can be reached at rba@academic-search.com (608-385-6781) and lcr@academic-search.com (202-262-4681).

ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Sul Ross State University in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit <http://www.academic-search.com/>.

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assisting in ENRICHING
THE PIPELINE
of potential leaders
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