

PROVOST & VICE PRESIDENT OF ACADEMIC AFFAIRS

POSITION PROFILE • 2026

Salisbury
UNIVERSITY





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Salisbury University is a proud member
of the University System of Maryland.

Salisbury University is an equal educational and employment opportunity institution.

Tomorrow Maker



One of 12 institutions of the University System of Maryland (USM), Salisbury University (SU) is well served by highly effective administrators, faculty, and staff who lead a community of more than 7,200 students, with increasing impact from 53 undergraduate and 17 graduate degree programs, and a community of nearly 65,000 alumni.

For a century, SU has been committed to meeting the emerging needs of students and families, the surrounding community, the State of Maryland, and the nation, earning acclaim for more than 25 years from national publications including *U.S. News & World Report*, *Forbes*, *Money*, *Kiplinger's Personal Finance*, *Washington Monthly*, and *The Princeton Review*, the latter of which has ranked SU's Patricia R. Guerrieri Academic Commons among the nation's 25 best college libraries.

THE ROLE

SU invites nominations and applications for the position of Provost and Vice President of Academic Affairs. This cabinet-level leader plays a pivotal role in envisioning and directing the future of a university that is proud of its mission and resolute in its commitment to public education and to changing lives in communities throughout Maryland and beyond. The provost will possess the leadership skills, broad knowledge, and character to serve as a trusted advisor to the president. The provost will enjoy being a change agent on a collaborative, cohesive campus in a state that values and supports higher education.

Reporting directly to the President, the Provost provides vision, strategic direction, and oversight for the University's seven schools and colleges. This includes supervision of functional areas such as the SU Libraries, Academic Advising Center, Center for International Achievement, Center for Student Achievement, Cultural Affairs, SU Art Galleries, University Writing Center, Graduate Studies and Research, Instructional Design and Delivery, Nationally Competitive Fellowships Office, Registrar, and University Analysis, Reporting, and Assessment.





SALISBURY UNIVERSITY: FY25 AT A GLANCE

*Transforming Lives.
Strengthening Maryland.
Shaping Our Second Century.*



**18th Top Public
School in Region**

U.S. News & World Report



**Top 25 Best
College Library**

The Princeton Review



**Top 40 Green
Colleges**

The Princeton Review



**Top 100 Online Master
of Science in Nursing**

U.S. News & World Report



THE LEADERSHIP AGENDA

SETTING THE DIRECTION FOR THE ACADEMIC PROGRAM & THE STUDENTS TO BE SERVED

With the new “Blueprint for Maryland” and its implications for reshaping the educational landscape of the State, the Provost will lead the campus in ensuring the ability of the academic programs to meet the needs of the future. In consultation with the faculty, the Provost will consider programs to support the anticipated increased number of community college graduates in completing their education, as well as programs that create pathways for SU undergraduates to easily continue their study and earn a master’s or doctoral degree at SU. The provost will work with the president and others to establish enrollment targets at the university among undergraduate, graduate, and non-degree populations.

PROPELLING SALISBURY’S HIGH-QUALITY TEACHING, MENTORSHIP, & SUPPORT FOR STUDENTS

Salisbury has a palpable commitment to meet students “where they are,” with significant mentoring and support as they seek to achieve their aspirations. The Provost will be the chief proponent of the university’s high-touch, high-impact educational opportunities within and outside the classroom. With the developmental, mental health, and other challenges of college students today, the provost will have responsibility for working collaboratively with student affairs professionals and across the campus to ensure that students are well-supported throughout their time at the university and leave as well-educated graduates prepared for leadership and lives of responsibility.



QUALIFICATIONS

The successful candidate will demonstrate experience creating and executing strategic plans for academic program development and review, increasing enrollment, and building diverse and high-functioning teams.

- **Academic credentials:** Doctorate from an accredited institution that qualifies for appointment as a tenured faculty member at the rank of Full Professor.
- **Academic leadership experience:** Experience leading academic organizations, including supervision of academic administrators, management of personnel, and oversight of multiple academic units.
- **Budget and resource management:** Demonstrated experience managing significant academic budgets and allocating resources in alignment with institutional priorities.
- **Academic freedom, inclusion, and collaboration:** A commitment to academic freedom, faculty success, and transparent collaboration with students, faculty, staff, and institutional stakeholders with promotion and support of inclusive excellence, access and belonging.
- **Effective leadership:** Effective leadership characterized by sound decision-making, organizational change management, clear communication, accountability, and sustained commitment to student success.
- **Advocacy for Academic Affairs:** A strong advocate for academic affairs at the institutional level including the ability to negotiate for and secure the personnel and fiscal resources necessary to promote academic excellence.
- **Collaborative relationships and shared governance:** Success building collaborative relationships across academic and administrative units, fostering trust, transparency, and effective shared governance.
- **Civic and community engagement:** Demonstrated success with civic and community engagement initiatives in support of the University's academic mission.
- **Senior higher education leadership:** Record of successful leadership in higher education, with experience as a department chair, dean, chief academic officer, or in another senior academic leadership role.
- **Commitment to public higher education:** Champion of public higher education with a deep understanding of the mission, opportunities, and challenges facing public colleges and universities.
- **Strategic and academic planning:** Record of strategic planning, academic program development and review, accreditation, assessment, and advancing institutional priorities.
- **Student success and workforce outcomes:** Experience developing and implementing strategic initiatives that improve retention, graduation rates, student engagement, and workforce outcomes.
- **Organizational change and improvement:** Demonstrated success implementing strategic initiatives, organizational restructuring, or operational improvements that strengthened Academic Affairs.
- **Academic innovation and enrollment:** Experience leading curriculum innovation, new academic program development, enrollment initiatives, and interdisciplinary collaboration.
- **External representation and advocacy:** Experience representing Academic Affairs with accrediting bodies, governmental agencies, and external partners while serving as a visible advocate for the University's academic mission.
- **Academic support and student success services:** Demonstrated commitment to advancing student success through strong support for academic support units and services, including the academic library, writing center, supplemental instruction, tutoring, advising, and other learning support programs, with recognition of their essential role in student learning, retention, persistence, and degree completion.



PROCEDURE FOR CANDIDACY

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a cover letter addressing the themes in this profile. In the cover letter, candidates will provide clear examples of how they exemplify at least one of the preferred qualifications.

Visit our website salisbury.edu/hr/careers to apply online and submit a resume and cover letter by **September 25, 2026** to be given full consideration.

The position will remain open until filled. Only applications submitted through Salisbury University's Online Employment Application System will be considered. Any other documents must be uploaded with your online application. No documents will be accepted via email. Three professional references will be requested and required before the final stages of the search. Candidates will be notified prior to references being contacted.

Salisbury University has a strong institutional commitment to diversity and equal educational opportunities. To that end, the University prohibits discrimination on the basis of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, genetic information, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristics. Direct all inquiries regarding the nondiscrimination policy to the Office of Institutional Equity/ Title IX Coordinator, 1216 Camden Ave., Salisbury, MD 21801, 410-543-6426.

The material presented in this Position Profile is provided for informational purposes only. The material has been compiled from various Salisbury University documents and is believed to be accurate at the time of this document's creation.

DIVISION ORGANIZATION

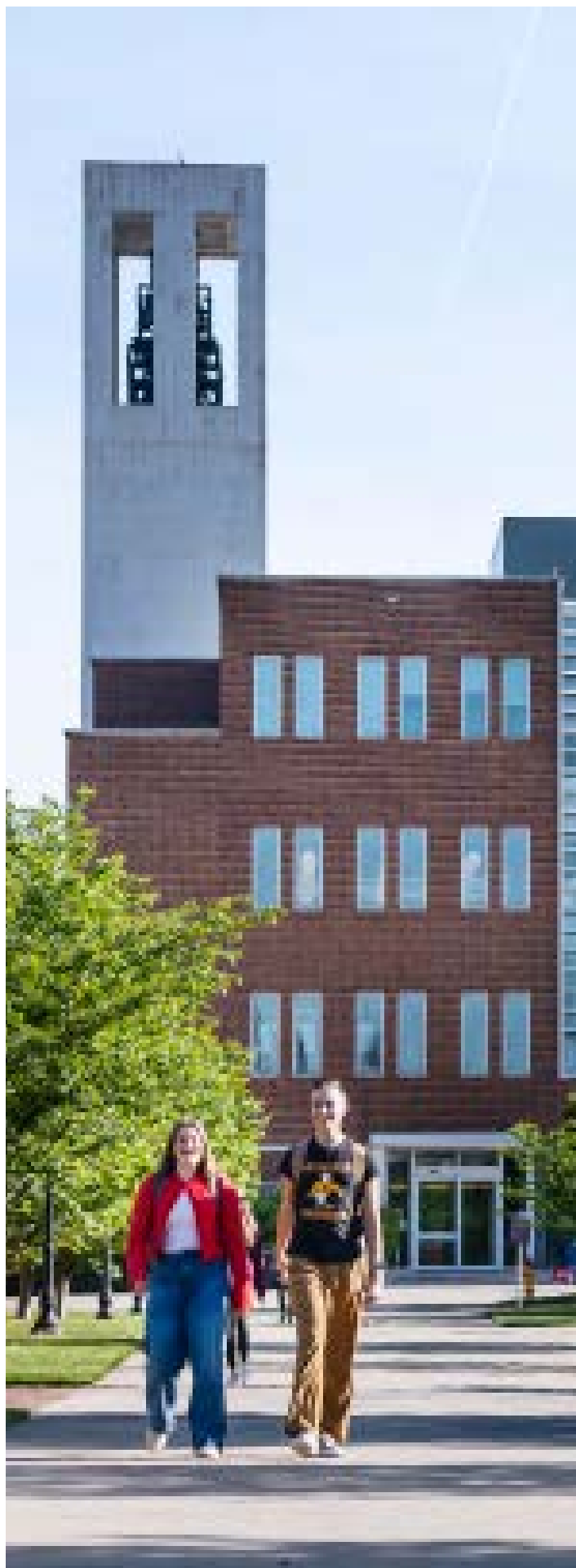
The Provost works with the Associate Provost, Associate Vice President of Academic Affairs and Student Success, Associate Vice President for Planning and Assessment, Senior Advisor, Director of Academic Affairs Administration, and Deans of SU's colleges and schools.

ACADEMIC COLLEGES & SCHOOLS

- College of Health and Human Services
- Fulton School of Liberal Arts
- Henson School of Science and Technology
- Perdue School of Business
- Seidel School of Education
- Clarke Honors College
- Graduate School

STUDENT/FACULTY SUPPORT OFFICES

- Academic Advising Center
- SU Art Galleries
- Association for Lifelong Learning
- Center for International Education
- Center for Student Achievement
- Cultural Affairs Office
- Dual Enrollment Programs
- Graduate Studies and Research
- Libraries and Instructional Resources
- Mosaic Mentoring Program
- Museum of Eastern Shore Culture
- Nationally Competitive Fellowships Office
- Instructional Design and Delivery
- Registrar
- University Analysis, Reporting, and Assessment
- University Writing Center
- Writing Across the Curriculum



SCHOOLS & COLLEGES

Across SU's seven schools and colleges, 53 bachelor's degrees and 17 master's and doctoral programs, with several online options, are offered.

COLLEGE OF HEALTH & HUMAN SERVICES

The CHHS was established to meet workforce demands for healthcare and human services graduates. CHHS enrolls students from baccalaureate to doctoral levels and consists of three units: the School of Nursing; the School of Social Work; and the School of Health Sciences, which includes Health and Human Performance, Health Sciences, Exercise Science, Public Health, Medical Laboratory Science, and Respiratory Therapy. Combining these academic programs, research, services, and facilities into a single academic unit elevates the visibility of the programs and established strong leadership for health and human services at SU. This dramatic restructuring supports the growing healthcare and social services needs of the State and nation in a more efficient and effective way. CHHS is expanding enrollments to meet growing needs for health-related professionals.

FULTON SCHOOL OF LIBERAL ARTS

The largest and most diverse of SU's schools, the Fulton School champions both discipline-based and interdisciplinary programs across the arts, humanities, and social sciences. The school provides support for numerous faculty, University, and community initiatives, including the Bobbi Biron Theatre Program, Jackson Music Program, Salisbury Symphony Orchestra, Bosserman Center for Conflict Resolution, and Institute of Public Affairs and Civic Engagement (PACE). The Fulton School uses an enhanced four-credit course model intended to provide students with a more rigorous, focused and deeper learning experience.

HENSON SCHOOL OF SCIENCE & TECHNOLOGY

The Henson School departments/programs includes Biological Sciences, Chemistry, Computer Science, Geography and Geosciences, Integrated Science, Mathematical Sciences, Physics, and Urban and Regional Planning. The Henson School provides a student-centered learning environment in which expert faculty empower students with knowledge and skills in basic and applied sciences and mathematics. The school prides itself in recruiting diverse faculty and students and providing a highly collaborative environment in the classroom, laboratory, field, and industry settings. Additionally, the school collaborates with employers and post-graduate institutions in order to support successful career pathways for its graduates. Within Henson, students develop the knowledge and skills to function as professionals within their disciplines and as informed citizens.

PERDUE SCHOOL OF BUSINESS

The Perdue School empowers students to become successful and ethical business decision-makers and leaders in a global, dynamic, and increasingly digital environment. It has six academic departments: Accounting and Legal Studies, Economics, Finance, Information Systems and Operations Management, Management, and Marketing. Three degrees are offered: Bachelor of Arts, Bachelor of Science, and Master of Business Administration.

SEIDEL SCHOOL OF EDUCATION

The Seidel School includes undergraduate programs in early childhood and elementary education, secondary and physical education, music education, world languages, and outdoor education leadership. Graduate programs include a Master of Arts in Teaching; advanced studies in higher education, curriculum and instruction, and education leadership; and a doctoral degree in literacy studies. A trademark of all Seidel School majors is clinically based experiential learning. Students gain real-world experience through award-winning professional development school partnerships that include some 40 public schools across the region. Course work culminates in semester-long internships and capstones that prepare students for future career challenges.

CLARKE HONORS COLLEGE

The college brings together high-achieving students and dedicated faculty in a collaborative environment, and as a result, allows motivated students to become exceptional graduates. The College recruits some 10% of entering undergraduates each year, has dedicated housing and space on campus, and fosters close individual contact between students and faculty. The Honors College includes the Thomas E. Bellavance Honors Program, the Business Honors Program, College of Health and Human Services Honors Program, and the Richard A. Henson Honors Program in Science and Mathematics.

GRADUATE SCHOOL

Formed in 2024, the Graduate School aims to enhance SU's initiatives to expand graduate enrollment, elevate SU's rankings, and reinforce institutional identity. The Graduate School provides baccalaureate and masters degree holders with opportunities for professional advancement and personal enrichment. The graduate curriculum is designed to assist students in attaining greater mastery of their fields of specialization, improving skills in pursuing independent study, and increasing professional knowledge and ability through the study of new findings in areas of special interest.

SALISBURY UNIVERSITY OVERVIEW

Salisbury University sets success in motion. As a student-centered, public regional comprehensive University, SU provides a high-quality undergraduate education, along with excellent graduate and certificate programs. Located on Maryland's Lower Eastern Shore, the friendly campus has a powerful sense of community and "just right size" feel, and our beautiful grounds are a nationally recognized arboretum.

At SU, anyone can "Make Tomorrow Yours." We are known for our:

- Warm and Friendly Environment
- Faculty and Staff Who Open Doors for Students
- Opportunities for Students
- Affordability and Return on Investment

ENROLLMENT

Over 7,400 students expected SU in the upcoming 2026-27 academic year, with over 6,400 undergraduate and 700 graduate students.

With a student-to-faculty ratio of 15:1, the University fosters close engagement between students and faculty, and brings together talented students from across campus in collaborative research, professional development, and experiential learning opportunities. Students come from 36 states and 42 foreign countries.

RESOURCES

SU has sound financial footing, with a Fiscal Year 2026 budget of approximately \$227 million. For the 2026-27 academic year, tuition and fees are estimated to be \$11,4666 for in-state undergraduate students and \$23,590 for out-of-state.

SU's Business, Economic and Community Outreach Network (BEACON) has estimated the University's regional economic impact at some \$600 million.



COMMUNITY

SU is a campus of more than 1,600 staff and 600 full- and part-time faculty. These dedicated and devoted faculty and staff value a culture of collaboration and shared governance, and a creative and engaged student population that is increasingly comes from various backgrounds.

SU graduates join a growing network of nearly 65,000 alumni worldwide, working for corporations including Amazon, JPMorgan Chase & Co., NASA, Perdue Farms, Under Armour, and the Walt Disney Co., to name just a few. The average salary of recent graduates is \$58,000.

The University houses several centers of excellence, including:

- Charles A. Wight Center for Equity, Justice, & Inclusion
- Institute of Public Affairs & Civic Engagement
- Dave & Patsy Rommel Center for Entrepreneurship
- Business Economic & Community Outreach Network
- Mid-Atlantic Sales & Marketing Institute
- Edward H. Nabb Research Center for Delmarva History & Culture
- Bosserman Center for Conflict Resolution
- Eastern Shore Regional GIS Cooperative
- Eastern Shore Child Care Resource Center

STRATEGIC PLAN GOALS

In 2026, SU implemented the new Strategic Plan 2026-2031, *Anchoring Our Region, Advancing Our Future*. The four overarching pillars are:

1. Transformational Learning and Academic Excellence that Connects to Everyday Needs
2. Support Students and Their Success at Every Stage
3. A Community-Engaged Campus that Strengthens and Uplifts the Region
4. Responsible Stewardship for a Strong Future

SALISBURY UNIVERSITY PRESIDENT

DR. CAROLYN RINGER LEPRE



Dr. Carolyn “Lyn” Ringer Lepre became Salisbury University’s 10th president on July 15, 2022. Since her arrival, she has led a period of institutional progress focused on strengthening student success, advancing academic excellence, expanding community partnerships, and positioning Salisbury University for long-term growth. Under her leadership,

the University has strengthened student retention, advanced significant facilities and campus planning initiatives, expanded opportunities for experiential learning, and deepened its commitment to inclusion, access, and belonging.

President Lepre recently led the development and launch of Salisbury University’s 2026-2031 Strategic Plan, *Anchoring Our Region, Advancing Our Future*, a roadmap centered on transformational learning, student success, community engagement, and responsible stewardship. Her leadership has emphasized aligning institutional resources with strategic priorities while preparing the University to meet the educational, workforce, and economic needs of Maryland’s Eastern Shore and the broader region.

President Lepre’s leadership is grounded in the belief that public higher education can be a powerful force for individual opportunity and regional advancement. She is known for bringing people together around a shared vision, fostering collaboration across campus and throughout the community, and balancing innovation with responsible stewardship. Through a commitment to student success, academic excellence, and community engagement, she has positioned Salisbury University as a leading regional comprehensive public university and an essential partner in strengthening the future of Maryland’s Eastern Shore and beyond.

Among the initiatives advanced during Lepre’s presidency are the establishment of Salisbury’s Graduate School, the creation of the Division of Inclusion, Access and Belonging, expanded fundraising and scholarship support tied to the University’s centennial celebration, and development of a long-range facilities strategy designed to enhance the student experience and support academic innovation. Her tenure also has included significant progress on major campus investments, including the comprehensive renovation of Blackwell Hall, which is being reimaged as a one-stop destination for student success, bringing together many of the University’s

most frequently accessed student services in a modern, welcoming environment designed to support persistence, achievement, and degree completion. Under her leadership, the University also successfully secured state capital funding to advance the development of a new Performing Arts Center, a transformative project that will expand opportunities for student learning, artistic expression, community engagement, and regional economic impact. These efforts, coupled with expanded healthcare, workforce development, and community partnerships, have strengthened Salisbury University’s role as a regional leader in higher education and economic development.

During her tenure, Salisbury has continued to earn national recognition for academic quality, affordability, student outcomes, and value. The University has maintained its standing among the nation’s leading public regional universities while receiving recognition from organizations including *U.S. News & World Report*, *Forbes*, *Money*, *Washington Monthly*, and *The Princeton Review*. Under Lepre’s leadership, Salisbury has built on its reputation as a student-centered institution while increasing its impact through graduate and doctoral education, workforce-aligned academic programs, strategic partnerships, and investments that support student success and regional prosperity.

Prior to joining Salisbury, Lepre served as interim president and provost at Radford University and held senior academic leadership positions at Marist College. A nationally recognized scholar in communication and media studies, she is the co-author of *U.S. Media and Diversity* and has published more than 40 scholarly book chapters, journal articles, and conference papers focused on media representation, diversity, health communication, and mass communication education.

Lepre earned a bachelor’s degree in English and journalism from Miami University (Ohio), a master’s degree in journalism from Ohio University, and a Ph.D. in mass communication from the University of Florida.

PRESIDENT’S CABINET

- Provost and Vice President for Academic Affairs
- Vice President of Administration and Finance
- Vice President of Student Affairs
- Vice President of Advancement and Alumni Engagement and Executive Director, SU Foundation, Inc.
- Vice President of Inclusion, Access, and Belonging
- Chief of Staff and Vice President of Public Affairs and Strategic Initiatives
- General Counsel

SALISBURY, MARYLAND

Perfectly located between Atlantic Ocean beaches and the Chesapeake Bay, the City of Salisbury is the largest city on the Eastern Shore of Maryland and the economic and cultural hub of the Delmarva Peninsula. *U.S. News & World Report* has rated Salisbury among the nation's top 20 Fastest Growing Cities and Safest Places to Live, and in the top 100 Best Places to Live. Realtor.com has called Salisbury the No. 1 Best College Town for Families.

SU boasts a strong relationship with the city and its leaders, and contributes to an engaged community fostering an exciting downtown revitalization. The city is home to an arts and entertainment district, the Salisbury Zoo, and City Park, and is surrounded by a region known for its charming small towns and refreshing outdoor activities. The city and campus are close to Ocean City, MD, and two hours from the metropolitan areas of Washington, Baltimore and Philadelphia.





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