

President's Advisory Team (PAT) Meeting
Wednesday, November 30
9:00 – 10:00 a.m.

- I. President Carolyn Lepre Introduces Dr. Sharon Herzberger, Senior Consultant and Senior Executive Coach at Academic Search
- II. Members of the PAT introduce themselves.
- III. Search Process Overview
 - a. The search process will be confidential in the first stages to attract the best candidate pool. Toward the end of the search, the search will open to ensure candidates and the campus community can interact.
 - b. The goal is for the search process to move along quickly. The President will host a series of listening sessions in the coming weeks that will help to frame the prospectus for the position. We are looking to start advertising the position before the holiday break, which is a good time to attract candidates.
 - c. During the recruitment period, Academic Search will work on outreach and recruitment of candidates. Nominations for the position will also be accepted. An Academic Search email address (SalisburyProvost@academicsearch.org) has been provided for nominations.
- IV. Questions from the PAT for Dr. Herzberger
 - a. Q. How does Academic Search feel about launching a search in a time where there is incredible competition?
 - i. It's true that there is a lot of competition currently, but that competition is and will always be there. Academic Search tries to pay attention to the characteristics and needs of the institution and communicate those characteristics and needs to the potential candidates. We allow candidates to decide if they are qualified for the role based on that information and the search committee will do the same.
- V. Open discussion between Academic Search and PAT
 - a. What is the purpose of the PAT group, and what are the benefits?
 - i. The purpose has changed under the leadership of the new President.
 - ii. Previously the group met less frequently, and the meeting was used as a report out. The meeting now focuses more on collaboration across campus and allowing for the sharing of ideas and feedback.
 - iii. From a student perspective, PAT allows students to be updated and share information with peers as appropriate. Students feel it's important to their feeling of involvement and voice on campus.
 - b. What are some of the very special things that should draw a Provost candidate to Salisbury University?

- i. Student and research focused
 - 1. Research is a high priority, and widely supported for students and faculty.
 - 2. For many faculty, teaching and research are of equal importance.
- ii. Location
 - 1. We are picturesque and community oriented, but close to the beach and large cities.
 - 2. Maryland is an economically advantageous state that supports and invests in higher education.
- iii. Size, Growth and Reputation
 - 1. Things can move quickly in research and policy-shifting as compared to a larger university because of the smaller size.
 - a. This translates into better funding and support for research.
 - 2. Our reputation as a premier regional comprehensive institution lends itself to growth. SU is 'bucking the trend' with enrollment, bringing in the second largest class in history for fall 2022 – the university is on the upswing, on the move and growing.
 - 3. SU is moving from a regional to a more national footprint; the current Provost has played a leading role and will continue to play that role most especially for academics.
 - a. SU has national recognition in areas such as:
 - i. Fulbright Scholars
 - ii. The MASMI program
 - iii. The Honors College
- iv. Campus Collaboration, Shared Governance and System Support
 - 1. An established history of shared governance across the institution.
 - 2. Positive working relationships across departments; administration and academics work closely to support one another.
 - 3. We have the backing of a state system, which allows us support on a broad level but is structured in a way that allows us to also be autonomous in many ways.
- v. Connection to Community
 - 1. We've grown and pride ourselves on our relationships with the community and being responsive to the needs to the community.
 - 2. We continuously look for ways to build these connections with community colleges, correctional institutions and other community partners.
 - 3. The relationships with our community and giving back to our community drives our work.
 - 4. The model of shared governance has led to many of the close connections to the community.

vi. Opportunity

1. A leader can come to SU to help create an institution that is living out the mission of a regional comprehensive – changing the lives of our students
 2. Faculty thrive in an environment that encourages creativity and innovation; the new Provost will have the opportunity to grow that innovation and those ideas.
 3. As SU's reputation grows, there is the opportunity to take the institution to a higher, nationally-recognized level – a trajectory we're currently on.
 4. This is a great time for a new Provost to be strategic as the landscape of higher education changes.
 - a. SU has relied heavily on being a traditional undergraduate and graduate comprehensive university, as we continue to look to be more nationally recognized, opportunities present themselves in things like program development and certificates.
 5. The university celebrates its 100th anniversary in 2025; this person will have the opportunity to lead SU into its second century of success.
 6. SU is in the process of implementing a new Gen Ed curriculum and there's an excitement around seeing the institution's mission and values reflected in curriculum.
- c. What is the thinking on change around campus? Are people excited for change, or are people tired with recovering from COVID and the changing landscape of higher education?
- i. Faculty remain committed to a high standard of research and learning. Everyone works hard and is committed to the success of SU students.
 - ii. As it is at other institutions, it depends on who you ask – some people may feel we haven't changed enough and aren't keeping up, others will feel like we've changed too much and have lost our identity.
- d. What does the next Provost need to focus on? / What is the agenda for the next Provost?
- i. Student Success
 1. Students are coming to institutions with different needs, and institutions need to be responsive to those needs by offering options, such as varied course offerings or different ways to degree completion
 2. Our students are strong academically (current GPA average is 3.91) but coming out of COVID students are needing more support and the institution needs to find a way to offer those supports.

3. Mental health is a student concern. Many students are struggling.
 - a. SU is doing better than other USM institutions, but the concern remains.
- ii. Growth
 1. New academic programs are important if SU wants to grow.
 - a. There is a need to offer students the programs they desire and there is capacity for. A new Provost would partner in looking at these areas and assessing possibilities.
 - i. Current research has been done.
- iii. Strategy
 1. There is a strategic opportunity to make changes and think about where the institution wants to be in ten years.
 2. Work on making strategic decision across the institution.
 3. Find creative ways to work around budget constraints.
- iv. Diversity
 1. Make a concerted effort to diversify faculty so students see themselves reflected in the classroom.
 - a. Diversifying beyond race (first-generation students, location/international faculty)
 - b. The Faculty Senate is working to include diversity, equity, and inclusion in the promotion and tenure process.
 2. Diversity is seen in pockets across the campus.
 - a. Racial diversity is more focused in non-exempt positions.
 - b. Recruiting candidates to come to a more conservative location can be a challenge.
 3. SU has been awarded an NSF grant focused on increasing diversity in science, and also expanding that model to other areas.
 4. We've partnered with five other institutions on a new grant to expand and grow what we're learned from our model, and to continue the success of attracting more diverse faculty groups.
 - a. The provost will be installed as a Principal Investigator for this program.
- e. What qualities would you like to see in the new Provost?
 - i. Leadership and people-focused
 1. As a Senior Vice President, this person is the second in line as leader to the university and will be called on to represent the University.
 - a. Have strong public speaking skills.
 - b. Be a champion for SU.
 - c. Be a storyteller on behalf of SU – someone who can speak to all the great things the institution is doing.
 - d. Someone who is visible to both the campus and the community.

2. Have a good relationship with donors and involved in the advancement process.
 3. Presence with the students.
 4. Engaged with the community.
 5. Be an advocate for SU within the community and beyond.
- ii. Collaborator
1. Someone willing to listen, engage and support the process of shared governance.
 2. We are a collaborative campus. There's good synergy between Student Affairs, Academic Affairs and Enrollment Management.
- iii. Strong academic background
1. A candidate with tenured faculty experience – experience working in the classroom with students.
- iv. Strategic
1. Budget-savvy
 - a. An advocate for SU within the state and with donors, while finding creative ways to budget and allocate resources.
 2. Champion for fundraising – not just for academics, but the university overall.
 3. Willing to ask questions and challenge the status quo to advance strategic initiatives.
 - a. Must be an advocate for self-reflection and challenge people to think strategically.