Tiffin University announces a national search for the newly titled position of Provost. As the Chief Academic Officer, the Provost at Tiffin University will be administratively responsible for all academic programs and a number of related activities, while also serving as "the first among equals" on Tiffin’s senior leadership team ([www.tiffin.edu/administration/provost-search/](http://www.tiffin.edu/administration/provost-search/)).

The Provost will have the opportunity to partner with newly-appointed Tiffin President, Dr. Lillian Schumacher, and other members of the Tiffin University community in measurably enhancing the academic profile of the University. The new Provost will be invited to assume office as soon as possible during the 2016-2017 academic year, but no later than July 1, 2017.

**MISSION STATEMENT**

The mission of Tiffin University is to:

- offer quality, professionally focused, learning-centered undergraduate and graduate degree programs and life-long learning opportunities to prepare traditional college-age students and adult students for successful careers and for productive and satisfying lives of excellence, leadership and service.

- work with employers and specific professions to anticipate, design, and deliver effective academic programs that reflect evolving professional needs and intellectual requirements of the future.
ABOUT TIFFIN UNIVERSITY

Tiffin University (TU), established in 1888, offers nationally accredited graduate and undergraduate degrees in business administration, top-notch academic programs in criminal justice and social sciences, and distinctive degrees in the arts and sciences. Throughout its history, the University has nurtured a learning-centered setting and a sense of community for its students, faculty, and staff. The campus at Tiffin is a blend of traditional historic and modern buildings that creates a vibrant and warm home for an educational community. In addition to the growth at Tiffin, graduate and undergraduate programs of the University are offered online and in several areas of Ohio. Master’s degrees are offered in several foreign countries as well.

From its founding as the for-profit Commercial College at Heidelberg College to its slow but dramatic transformation into a successful, not-for-profit independent university, TU has maintained its dedication to providing professionally focused, learning-centered undergraduate and graduate programs and life-long learning opportunities to prepare students for successful careers and for productive and satisfying lives of excellence, leadership, and service. TU offers programs within three academic schools: School of Arts and Sciences, School of Business, and the School of Criminal Justice and Social Sciences.

Tiffin University’s undergraduate program offers degrees in Bachelor of Arts, Bachelor of Business Administration, Bachelor of Criminal Justice, Bachelor of Science, and Associate of Criminal Justice. At the undergraduate level, the University offers 41 unique degree programs, 44 minors, and 3 certificates. TU’s graduate programs include degrees in Master of Business Administration, Master of Education, Master of Humanities, and Master of Science with 24 unique degree concentrations and 11 certificates.

Tiffin University is accredited by the Higher Learning Commission (HLC), the Accreditation Council for Business Schools and Programs (ACBSP), and The European Council for Business Education (ECBE). Only one-third of all business programs in the United States offers this prestigious level of accreditation. Our education partner, Lourdes University, is accredited by the National Council for Accreditation of Teacher Education.
What distinguishes TU within the higher education academy is its faculty represented by about 80 full-time and nearly 300 affiliate and adjunct members, with a student-to-faculty ratio of 15:1. Tiffin University’s faculty offers a unique combination of scholar-practitioners who focus on practical application of scholarly knowledge. This unique approach works by linking professional practice to theory and theory to professional practice. As has been said in the higher education academy, “theory without practice is empty and practice without theory is blind.” The TU approach to learning and skill set development insists on connecting students to the workplace as soon, and as often, as possible during their college experience. All students in the School of Business and the School of Criminal Justice and Social Sciences are required to do an internship, while students in the School of Arts and Sciences also have the opportunity to get this type of field experience.

This scholar-practitioner model allows for networking and real-world applications so that students are prepared for what lies ahead when they enter or advance in the workplace. Some examples of past professional experience of the faculty includes Fortune 500 corporate executives, ITS directors, sports agents, CPAs, insurance, marketing and human resource managers, retired federal, state, and local law enforcement and corrections professionals, DHS professionals, secret service staff, intelligence officers and military personnel, artists, archivists, attorneys, musicians, mental health professionals, counselors, poets, lab managers and editors. Not only are the faculty active in producing research within their areas of expertise, many remain active as consultants as well.

Another distinguishing factor about Tiffin University is its teaching modalities. TU was among one of the first small private institutions to embrace online learning and has expanded its expertise in this area over the past 20 years. Of the over 3,200 degree-seeking students enrolled at TU, about 1,600 are on the main campus with the remainder studying off campus or online. A majority of the graduate programs are taught exclusively online.

Shared governance is reflected through the work of the faculty through four standing committees: Academic Standards and Policies, Faculty Development, Outcomes Assessment, and University Curriculum Committees. A variety of Ad-Hoc committees also exist to serve the needs of the institution. Committee recommendations are voted on by the full faculty instead of a faculty senate structure. TU is not a tenure institution. All faculty work on a contract basis depending on academic rank with instructors on a one-year contract, assistant professors on a two-year contract, associate and full professors on a three-year contract. The annual promotion process includes completion of a portfolio outlining achievements within the Boyer model of scholarship, which is reviewed by a committee comprised of both internal and external faculty members.

TU’s degree programs are designed so that each student – whether the first person in the family to attend college or an adult professional returning to school – can achieve their fullest potential.

http://www.tiffin.edu/academics/
SCHOOL OF ARTS AND SCIENCES

Without viable thinking and communication abilities, students in the 21st century will not be able to engage intensively in the cultural, social and technological changes impacting all professional roles in society. The School of Arts and Sciences is the educational foundation for all academic programs at Tiffin University. The general education courses prepare students to be critical thinkers, engage in teamwork, communicate with clarity, and understand cultural and ethical implications of human behavior. With these abilities, a person will be successful in any career choices they make.

TU has diverse, talented professors who help students investigate many different facets of human thought that shape our culture and society. The faculty and staff of the school assist students to discern her or his area of interest and pursue a course of study leading to professional success. It is through this personal focus that faculty take the time to listen and guide students to achieve their highest potential.

The most popular programs at the undergraduate level are Exercise Science and Forensic Science, with Exercise Science leading the way as the fastest growing program as well. The most unique program is the degree in professional music, which is modeled after cutting-edge programs offered at just a few colleges in the United States, but more commonly in Canada, the UK, Australia, Scandinavia, and elsewhere. This program responds to the US government’s projection of independent and entrepreneurial musicians being the fastest-growing sector among music related careers over the next decade.

SCHOOL OF BUSINESS

Today’s global and hyper-competitive businesses demand thoughtful and well trained future leaders. Tiffin’s School of Business offers education that is relevant and cutting edge. With smaller class sizes and personal attention by an exceptional faculty who combine academic knowledge with real world experiences to deliver a comprehensive education experience, students thrive at TU. Combined with meaningful internships for students, the School ensures that students are ready to be “nurtured”, not “re-trained” in the workplace. Students look forward to an experience that is designed to impart the relevant skills of holistic thinking and problem solving, so necessary to succeed in today’s global economy. As mentioned earlier, TU’s School of Business is accredited by the Accreditation Council for Business Schools and Program (ACBSP), as well as the European Council for Business Education (ECBE), and is the only school in the United States to hold these two distinctive business school accreditations.
The most popular programs are Accounting and Sports & Recreation Management, and the fastest growing program is the Systems and Network Support concentration within the Computer Information Systems degree. The most unique program is Supply Chain Management because the curriculum prepares students to take the certification examination administered by the American Production and Inventory Control Society leading to the designation of the Certified Supply Chain Professional (CSCP).

SCHOOL OF CRIMINAL JUSTICE AND SOCIAL SCIENCES

The School of Criminal Justice and Social Sciences (SCJSS) programs blend academic theory with practitioner experience to provide an educational experience ensuring graduates are career-ready or prepared for career growth. Student success involves innovative approaches to interdisciplinary and experiential learning, strong academic support services, and faculty advising/mentoring as part of the SCJSS student experience. Students are required to complete an internship within their field of study. Students intern in many criminal justice or social science agencies at the federal, state and local levels. Current events and social ills demonstrate a strong need for educated and professional criminal justice practitioners. SCJSS curriculum prepares students to meet current and future criminal justice and social science challenges in a complex and diverse world.

The most popular program at the undergraduate and graduate level is Forensic Psychology. The fastest growing program is Criminalistics, while two of the most unique programs are Law Enforcement, which includes an opportunity to gain a certificate from the Ohio Police Officers Training Academy, and the Addictions Counseling curriculum, which meets state licensure requirements so graduates are ready to enter directly into the workforce.
STUDENTS

The University has a sizeable number of international students representing 30 countries and is proud of its diverse and inclusive atmosphere. About 40% of the students represent a minority, international, or disability status. Additionally, about 41% of the students are considered first-generation students. A majority of main campus undergraduate students attend full-time with 57% living on campus and 43% living off campus in the fall 2015 semester. In addition to campus enrollment, we currently serve over 500 online undergraduate, approximately 100 off-campus students, and about 1,000 online and on-campus graduate students.

TU is an active member of the Great Lakes Intercollegiate Athletic Conference and participates in 12 men’s, 12 women’s, and one co-educational sport at the NCAA Division II level. In the 2015-2016 academic year, 41% of our overall main campus population participated in athletics and maintained an overall GPA of a 3.10. Redefining what it means to be a student athlete, TU just recently announced it will join the world of digital athletics with video game competitions, also known as eSports. This cutting-edge program will begin in August 2017.
AGENDA FOR THE NEW PROVOST

The Tiffin University community is tenacious about the distinctiveness of its educational program. Recognized as a strong independent university focusing on professional programs of study, the importance of the academic mission and the intensity of the teaching/learning experience at Tiffin combine to create an exciting opportunity for the new Provost. To optimize this opportunity, the successful Provost will need to be an attentive listener throughout his/her term of service. Establishing a full understanding of the people, programs, and relationships that constitute the Tiffin community will be key to the early establishment of academic leadership for the entire University.

With new presidential and provostial leadership, there has never been a better time in Tiffin’s recent history to enhance the centrality of the University’s academic program. The campus community is eager for the Provost to assume a role of advocacy for several aspects of the current program including a reduction of the adjunct/full-time faculty ratio, a focus on strengthening the general education curriculum, and support of a strong program review process. In addition, the following items will be prominent on the new Provost’s agenda.

RENEWING COMMUNITY

The optimism surrounding the appointment of a new President and the anticipation of a new Provost’s arrival are important signals within the Tiffin University community. Recent instability in the top administration of the University has resulted in expressions of uncertainty across the campus. The opportunity to build coalitions among and between faculty and staff groups and to work collaboratively in establishing future academic objectives is palpable. By listening carefully, responding thoughtfully, solving problems, and building on Tiffin’s significant accomplishments, this important component of the new Provost’s agenda will be addressed. Moreover, the need to foster an appreciation for a governance process that recognizes the value of campus input is a high priority.

CONSIDERING CREATIVITY

While the Provost accepts ongoing responsibility to empower current faculty and to support current programs, there is also a need for the Provost to bring a creative outlook for continuing change at Tiffin. Without diluting Tiffin’s commitment to its current offerings, the new Provost should advance a vision for
distinctive professional programs in the future. The need for innovation and to “lead by ideas” will help to define the new provost’s success.

ENGAGING IN STRATEGIC PLANNING

The Provost will join Tiffin at the moment of early design and campus engagement in a new strategic plan. While still a “work in progress,” five overarching strategic objectives have been identified to anchor the planning process and guide Tiffin’s future.

- Create an environment focused on student success
- Grow innovative academic programs
- Optimize Tiffin’s organizational capacity
- Strengthen and increase institutional financial sustainability
- Strengthen Tiffin’s critical infrastructure

While participating as a part of the senior leadership team in developing this plan across all five strategic objectives, two of these objectives (student success and innovative programs) fall squarely into the Provost’s purview. It will be an exciting and influential time for the Provost to join the Tiffin community.

PRACTICING MANAGEMENT

In addition to exercising leadership, the Provost must have strong management skills. He/she will be administratively accountable for a wide range of academically related activities and a significant number of professional and support staff. The Provost’s care for detail, transparency, and seasoned organizational skills will be absolutely essential given the volume of activity and intensity of the work in this office.

In addition and as suggested earlier, the Provost serves all of Tiffin University. As a member of the senior staff working closely with the President and the Board of Trustees, the Provost will bring a crucial perspective to issues that affect the entire institution. An ability to work cooperatively as a member of this management team while bringing strong advocacy for the academic programs will enhance the new Provost’s effectiveness. Positive working relationships with the President and this team will be built on candor, authenticity, mutual respect, and collaboration. Finally, in the absence of the President, the University will turn to the Provost to assume the primary leadership role at Tiffin.
CELEBRATING DIVERSITY

Tiffin has made measurable strides in enhancing the diversity of its student body, particularly by welcoming increased numbers of international students to the campus. Increasingly, the campus appreciates the value that this diversity adds to the quality of the Tiffin experience. In fact, the institution is embarking on an “Embracing Diversity: The Path Forward for Tiffin University” initiative. This year-long project will transform the institution, including internal and external stakeholders, to think more broadly about how it values diversity in its makeup. All students of TU will be part of this process and will graduate with a set of cross-cultural competencies needed to succeed in our global society today. The Provost’s contributions to this segment of the Tiffin experience will be integral to the University’s qualitative growth.

UNDERSTANDING 21ST CENTURY TEACHING AND LEARNING

As indicated earlier, Tiffin has been a leader in the application of technology to the process of teaching and learning at undergraduate and graduate levels. With one of the most significant percentages of online learners among independent colleges in Ohio, the new Provost must be equipped to take hybrid, online, and technology-based pedagogies of all forms to the ‘next level’ at Tiffin. While also understanding the value of the personal mentoring that occurs between faculty and student in the classroom, Tiffin’s Provost should have a working knowledge of the needs and the demands of the next generation of learners on the University campus and online and be prepared to develop further an educational program around those needs.

LIVING WITHIN TIFFIN’S MEANS

Like many tuition driven institutions, Tiffin operates annually with a narrow margin for error. The Provost must understand this environment and be prepared to provide strong financial acumen in an ethos of carefully managed and finite resources. The Provost’s contribution to determining the University’s strategic directions, to developing new academic ventures, and to building renewed excitement about Tiffin’s academic future will help to enhance Tiffin’s enrollments and provide greater tuition revenue streams.
DESIRED ATTRIBUTES
OF THE NEW PROVOST

The successful candidate at Tiffin should possess a combination of personal qualities and professional experiences that match the expectations outlined in the Agenda for the New Provost. The Provost will bring integrity, energy, empathy, a sense of humor, and an uncompromised work ethic. Professional engagement across the higher education spectrum (accreditation peer review, CIC, ACE, ODHE, etc.) and providing a broad perspective of the academy will also be meaningful.

An earned doctorate or terminal degree appropriate to his/her discipline is required; teaching experience (classroom and online) and achievements as an academic leader are preferred qualities. In addition, the Tiffin Provost should be able to:

- Establish a primary loyalty to Tiffin through an understanding and commitment to the University's mission and core values;
- Possess a leadership style that is visionary and sets high levels of expectations for all with whom he/she leads;
- Communicate effectively and regularly by listening, reading, writing, and speaking with clarity and inspiration;
- Provide and support continuous improvement, while holding all accountable for positive and contributory performance;
- Lead with an integrative and collaborative approach to administration;
- Merge the complexity and intensity of the Provost's workload with a proven care for detail;
- Facilitate Tiffin's academic growth in a climate of finite resources;
- Sustain an active commitment to broad diversity throughout the Tiffin program;
- Demonstrate a genuine sense of humility, while building trust through collaboration;
- Think and plan strategically, while embracing the complexity of the Tiffin program;
- Inform the campus community about the distinctive trends and major issues affecting higher education in the coming decade;
- Bring additional professional experience from outside the academy, illustrating the important practical application of theory that is central to Tiffin's academic programs; and
- Make timely and difficult decisions as required.
THE PROCESS OF CANDIDACY

The Search Committee will be accepting nominations and applications on a rolling basis throughout the early fall. The candidate pool will be narrowed in early November, although applications will be accepted until the new Provost is selected. For the most favorable consideration, applications should be submitted by Friday, October 28, 2016. The Provost will be invited to begin work as early as January, 2017, but no later than July 1, 2017.

Dr. Thomas B. Courtice is the Search Consultant assisting with this search. Nominators and prospective candidates may contact him at:

Tom.Courtice@gmail.com or 614.395.6631.

Application materials should be submitted to:

Dr. Teresa Shafer
Chair, Provost Search Committee
TiffinProvost@gmail.com

Materials should include a letter of candidacy that responds to the Agenda for the New Provost, a CV or resume, and the names and contact information (phone and email) for three references, none of whom will be contacted until a later stage of the search and not without the formal permission of the candidate. All inquiries and applications will be received in full confidence.

TIFFIN UNIVERSITY
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