Opportunity and Challenge Profile

Search for the Vice Provost, UAGC
The University of Arizona Global Campus

The University of Arizona Global Campus (UAGC) seeks a visionary and experienced leader to serve as its Vice Provost, UAGC[1]. The Vice Provost, UAGC will enter UAGC during an exciting time of growth and expansion as it has recently completed its integration as a unit of The University of Arizona, a [top-50 public university](#) according to *U.S. News & World Report*. UAGC is a leading provider of online education, offering over 50 associate, bachelor's, master's, and doctoral degree programs in a variety of fields, including business, education, healthcare, and technology and the affiliation with UArizona offers an opportunity to expand and accelerate its mission to make a difference in the lives of students by providing accessible and affordable education to students around the world. The Vice Provost, UAGC will have tremendous opportunity to work closely with UAGC and UArizona leadership to build a comprehensive vision and strategy for integration and continued excellence of the academic courses and programs.

Accredited by the WASC Senior College and University Commission (WSCUC), UAGC is an exclusively online unit that enables students to study from anywhere with an internet connection. UAGC provides flexible and affordable educational opportunities for adult learners who seek to gain knowledge and skills to realize their personal and professional goals. UAGC's approximately 25,000 students comprises a highly diverse population with the approximate distribution: 27 percent are Pell Grant recipients, 29 percent are associated with the military and receive a military benefit, 60 percent represent the global majority, 62 percent identify as female, and 80 percent are over the age of 30. Recognizing the richness of its students' backgrounds, UAGC is committed to promoting diversity among its faculty to better meet student needs. As of 2023, more than 56 percent of UAGC faculty identify as women, and over 34 percent belong to underrepresented groups.

As the leader of UAGC's academic enterprise and strategy, the Vice Provost, UAGC holds a critical leadership role in ensuring UAGC continues to grow and innovate alongside UArizona. The Vice Provost, UAGC will help maintain UAGC's commitment to supporting students through a [Culture of Care](#) and its joint commitment to providing students with a high-quality education. In doing so, the Vice Provost, UAGC will address the following opportunities and challenges, further expanded upon in pages 4-5:

---

[1] Position title was updated on January 26, 2024.

- Strategically lead the academic mission, vision, and strategy of UAGC's academic enterprise
- Foster synergistic partnerships between UAGC and UArizona to advance a shared culture of academic excellence and expand access to education
- Ensure the continued high quality and success of UAGC's academic programs
- Expand and grow UAGC's ability to provide accessible and affordable education to students around the world

A list of the desired qualifications and characteristics of the Vice Provost, UAGC can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT THE UNIVERSITY OF ARIZONA GLOBAL CAMPUS

The University of Arizona Global Campus has had a rich history marked by a series of transformative identity and name changes, growing from a small, traditional college into a national online university before joining UArizona. In 2023, UACG transitioned into being a fully operating unit of UArizona, [where UAGC faculty, staff, and administrators are now a part of UArizona's workforce.](#)

UAGC is driven by a vision to empower, support, enrich, and graduate every student, with the purpose of transforming accessibility to higher education for everyone, regardless of background or circumstance. The unit's mission is to provide a community of caring and guidance, offering academic, financial, mental health, and career support and providing flexible online and degree certificate programs to adult learners. To achieve its objectives, UAGC seeks to accomplish the following critical student-centric goals: retain students during their first year of enrollment; support completion of programs and educational goals driven by student-based timelines; offer high value credentials with marketable skills; and enhance students' economic return. The unit's vision, purpose, mission, and critical goals are guided by the following institutional values:

- Equity: Inclusion and mutual respect. UAGC's members learn from one another and commit to the advancement of an inclusive culture in which every individual is treated with dignity and fairness.
- Quality: Unsurpassed and high caliber. UAGC consistently strives for the highest quality in their programs.
- Guidance: Encouraging and supportive. UAGC provides a nurturing environment for faculty, staff, and students to learn and grow.
- Empowerment: Inspiring and enabling. UAGC gives individuals the tools they need to achieve their goals.

- Ingenuity: Inventive and proactive. UAGC thrives on positive disruption and strives to continuously improve.

Of its 25,000 students, 75 percent of UAGC students are enrolled at the undergraduate level, and 25 percent are pursuing graduate studies (Masters and PhD's). Students represent various parts of the country, with 30 percent residing in the southern United States. UAGC comprises three degree-granting colleges that report to the Vice Provost, UAGC: College of Arts & Sciences, Forbes School of Business & Technology, and the School of General Studies. It is a leading provider of online education, offering over 50 associate, bachelor's, master's, and doctoral degree programs in a variety of fields, including business, education, healthcare, and technology.

UAGC offers 5-week undergraduate or 6-week graduate courses with flexible start dates, and students typically take one course at a time in an asynchronous format, allowing them to progress at their own pace. As a result, UAGC offers 24/7 access to course materials as well as technical and student support, enhancing its ability to better accommodate the varying work schedules and commitments of its students. UAGC staff work closely with applicants to ensure awareness of the financial aid options to pay for their education. UAGC is recognized by the Internal Revenue Service as a 501(c)3 non-profit and is currently awaiting the Department of Education's formal ruling on its application to be designated as a non-profit institution.

Accreditation
UAGC is accredited by the WASC Senior College and University Commission (WSCUC), an institutional accrediting body recognized by the U.S. Department of Education (ED) and the Council on Higher Education Accreditation (CHEA). More information about UAGC's regional and programmatic accreditations can be found [here](#).

UAGC and UArizona
The affiliation between UAGC and UArizona is significantly beneficial to all constituencies. The affiliation supports UArizona's interest in expanding its online education capabilities and presence to reach a wider range of students, making UAGC's expertise and infrastructure as an online university an attractive asset. As a result of the affiliation, UAGC faculty, students, and staff are now Univiersity of Arizona employees and have access to the strong and well-respected UArizona brand, as well as its many resources and benefits. UAGC students are members of the Wildcat Nation and alumni network. UAGC and UArizona collaborate administratively and academically, sharing resources such as human resources, branding and marketing.

At the same time, UAGC and UArizona maintain separate accreditation and faculty governance. The UArizona has a faculty senate, and UAGC has a faculty council, each of which sets program and faculty requirements. UAGC independently sets its admissions requirements, and UAGC graduates are eligible to

receive a University of Arizona diploma. More information about the UAGC and UArizona partnership can be found here.

ROLE OF THE VICE PROVOST, UAGC AND VICE PROVOST, UAGC

Reporting to the Senior Vice Provost for Online Initiatives, the Vice Provost, UAGC is a member of the Executive Leadership Team and shares responsibility for the development and execution of a strategic vision and for fostering innovation that supports the fulfillment of UAGC's mission. The Vice Provost, UAGC oversees all of UAGC's academic areas, including its schools, degrees, and other academic programs; faculty support and development; and student progress, learning outcomes, retention, and degree completion. The Vice Provost, UAGC oversees a budget of $59 million and a five-person leadership team, including:

- Vice President, Academic Experience Officer
- Vice President, Faculty Affairs & Accreditation Liaison Officer (ALO)
- Dean, Forbes School of Business & Technology
- Dean, College of Arts & Sciences
- Dean, School of General Studies

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PROVOST, UAGC

The Vice Provost, UAGC will address the following opportunities and challenges:

Strategically lead the academic mission, vision, and strategy of UAGC's academic enterprise

Working with the SVP of Online Initiatives and other UAGC leaders, the Vice Provost, UAGC will enhance the academic vision for UAGC that leverages the existing strengths of the organization and reimagines new opportunities given the affiliation with UArizona, driven by UAGC's mission to make a difference in the lives of students. To ensure the success of UAGC's mission and achieve its vision, the Vice Provost, UAGC will be responsible for leading strategic planning and organizational support for UAGC's academic functions. The Vice Provost, UAGC will bring a collaborative and empathetic leadership approach to this role, fostering positive relationships with faculty, staff, and students to promote a spirit of community, equity, and support for student/staff/faculty, ultimately driving excellence within UAGC and beyond. As a member of the Executive Leadership Team, the Vice Provost, UAGC will also engage in high-level institutional strategy and actions related, but not limited to, the University of Arizona, regional accreditation, and national expectations for excellence in higher education.

Foster synergistic partnerships between UAGC and UArizona to advance a shared culture of academic excellence and expand access to education

A large component of the Vice Provost, UAGC's role is to work closely with UArizona's Provost and other senior academic leaders to ensure that both UAGC and UArizona offer students high quality programs that meet the needs of learners, faculty engagement opportunities, and a complete array of student support services. This partnership will help ensure a seamless academic experience for all students, including those who may have the opportunity to take courses at both UAGC and UArizona. To achieve this, the Vice Provost, UAGC must work to build strong relationships with UArizona academic counterparts and collaborate regularly with the appropriate leadership and units to facilitate smooth and collaborative relationships. The Vice Provost, UAGC will also promote internal collaboration within areas across UAGC, including with the UAGC Faculty Council. Additionally, the Vice Provost, UAGC will maintain awareness of UArizona and UAGC's aspirations and challenges, especially in areas where UAGC can contribute to achieving shared success.

Ensure the continued high quality and success of UAGC's academic programs

The Vice Provost, UAGC directs and supports the leadership team across the areas of faculty affairs and academic programming, innovation, and operations, ensuring excellence in course and program delivery as well as student achievement outcomes. The Vice Provost, UAGC will leverage their experience and knowledge to support adult student success, retention, progression, and degree completion while upholding quality standards, and will provide thought leadership to UAGC and UArizona leaders in this regard. This will require that the Vice Provost, UAGC bring extensive experience and knowledge of trends and opportunities for innovation in technology, policy, and pedagogy – especially with respect to adult students. It will also be an expectation that they possess an awareness of issues, opportunities, and challenges across higher education. Program quality, curriculum development, assessment, accreditation, strategic direction, and innovation for all academic activities also fall within the Vice Provost, UAGC's scope of responsibility. The Vice Provost, UAGC's expertise will help promote student success, faculty excellence, fostering high-quality programs to attract and retain students.

Expand and grow UAGC's ability to provide accessible and affordable education to students around the world

The Vice Provost, UAGC will bring a mindset that is future-thinking, innovative, and collaborative, along with experience in the development and growth of online education and adult student education, as these are both crucial for the continued success and expansion of UAGC's, and UArizona's ability to deliver high quality education around the world. The Vice Provost, UAGC will drive mission-centered and market-smart responsiveness, and utilize sound fiscal and management practices while applying an entrepreneurial and fiscally astute approach to strategy and operations. Consequently, the Vice Provost, UAGC will effectively leverage existing and develop new resources to maintain and expand a strong and efficient administrative and academic structure and will look for partnerships and collaboration UAGC and UArizona.

QUALIFICATIONS AND CHARACTERISTICS

The Vice Provost, UAGC will possess an earned doctorate or equivalent terminal degree from a nationally accredited institution, or foreign equivalent, and have a track record of strong academic and strategic leadership in higher education. Experience in online education, adult student education/success, and demonstrated management, fiscal and entrepreneurial skills are required. In addition, they will bring most of the following experience and qualifications:

- Progressive higher education leadership experience, innovation, and collaboration.
- Expertise in adult (post-traditional student age) learning.
- Expertise in online education at scale.
- Ability to represent UAGC in a variety of public and professional situations.
- Experience with Institutional Effectiveness, Faculty Governance, Financial Planning, and other related areas is essential.
- Ability to work closely and effectively with the offices of enrollment, student affairs, finance, information technology, and a variety of internal and external stakeholders.
- Demonstrated leadership experience pertaining to academic quality and student retention, progression, and degree completion.
- Strong leadership, organizational, management, and team-building skills.
- Ability to use critical thinking, logic, and reasoning.
- Exceptional verbal, written, and interpersonal communication.
- Demonstrated excellence in pedagogy for both traditional and distance education instructional settings – prior faculty, instructional design, leadership for innovation, and/or other experience expected.
- Proficiency in Microsoft Suite, including Teams, PowerPoint, Word, Outlook, and Excel.

Additional requirements
- Physical requirements: While performing the duties of the job, the employee is regularly required to use a telephone and computer. The employee may frequently interact with fellow employees and/or clients. The requirements of this job may be completed with or without reasonable accommodation.
- Communication skills: While performing the duties of the job, the employee is required to read and comprehend instructions, correspondence, and memos. The employee is required to demonstrate effective written and oral communication in one-on-one and group settings.
- Mental demands: While performing the duties of the job, the employee is required to deal with stress associated with a fast-paced work environment and multiple priorities/tasks. The employee will be required to comprehend and apply new ideas, follow detailed instructions, make sound decisions, readily adapt to changing work situations, and effectively collaborate with colleagues at all levels.

- Work environment: While performing the duties of the job, the employee is required to work in an office environment, where the noise level is usually moderate to loud.

Specific attributes that will be of interest to qualified candidates are:

- **To make a difference in the lives of students**. UAGC is a mission-driven entity that is committed to providing accessible and affordable education to students around the world. Leaders at UAGC have the opportunity to play a critical role in helping students achieve their academic and professional goals.
- **To work with a talented and dedicated team**. UAGC is home to a diverse team of faculty, staff, and administrators who are passionate about education. Leaders at UAGC have the opportunity to collaborate with these talented individuals to create a supportive and innovative learning environment for students.
- **To contribute to the future of online education**. UAGC is a leading provider of online education. Leaders at UAGC have the opportunity to shape the future of online education by developing innovative programs and services that meet the needs of today's students.
- **To grow and develop professionally**. UAGC offers a variety of opportunities for professional development for its leaders. Leaders at UAGC have the opportunity to learn new skills, gain new experiences, and advance their careers.

This is a full-time employment position, and the Vice Provost, UAGC will work to ensure faculty engagement and provide all students the opportunity to succeed. This position may be remote, with the expectation of having a significant presence at UAGC's headquarters in Chandler, AZ, and UArizona's main campus in Tucson, AZ, which could require frequent travel.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and an application (CV with cover letter) should be submitted via the Isaacson, Miller website for the search: https://www.imsearch.com/open-searches/university-arizona-global-campus/chief-academic-officer. Complete electronic submission of materials is required.

Julie Filizetti, Leslie Lemus, and Katherine Pusecker Kilcawley
Isaacson, Miller
1000 Sansome Street, Suite 300
San Francisco, CA 94111

It is the policy of The University of Arizona Global Campus to provide equal employment opportunities to all applicants without regard to race, color, creed, religion, sex, gender, gender identity, national origin or citizenship, age, ancestry, sexual orientation, physical or mental disability, medical condition, genetic information, marital status, registered domestic partner status, military or veteran status or any other characteristic protected by federal, state or local law. This policy applies to all terms and conditions of

employment, including recruiting, hiring, placement, promotion, termination, layoff, transfer, leaves of absence, and compensation. In addition, The University of Arizona Global Campus will provide reasonable accommodations for qualified individuals with disabilities.