Drake University invites applications and nominations for the position of provost. For this important appointment, the University seeks a distinguished educator with a strong record of experience and success in academic administration. The provost serves as the academic leader of an outstanding faculty deeply committed to teaching and scholarship, the primary advocate for student affairs, and as a key member of the President’s Council. The provost carries the primary responsibility for ensuring and enhancing the quality of undergraduate, graduate, and professional education and cocurricular opportunities at Drake through the pursuit of excellence in teaching and learning, in scholarship, and in close student-faculty interactions. It is anticipated that the new provost will begin duties on or around July 1, 2016.

Qualifications

The right candidate will possess the following qualifications:

Ph.D. or equivalent academic credential and a record of accomplishment in teaching, research, and professional service qualifying for a tenured full professorship in an appropriate University department or program.

Talent for developing, articulating, implementing, and advancing a strategic academic vision consistent with the University’s mission.

Proven leadership and management skills, including the ability to develop collaborative working relationships with faculty and staff, and the ability to reach out to and communicate effectively with all segments of the institution and with community partners, funding agencies, and donors.

Demonstrated knowledge of and commitment to the recruitment, retention, and success of a diverse faculty, staff, and student body.
Deep roots and great heights have defined Drake University since its founding in 1881. When future President and Chancellor George Thomas Carpenter scaled a towering elm on an undeveloped plot in Des Moines, Iowa, his expanded view became a vision—one ultimately shared by General Francis Marion Drake.

The University that established itself as a modern, inclusive, and integral part of a growing community is today recognized as one of the finest institutions of higher learning in the Midwest. By fostering collaborative learning among students, faculty, and staff, by integrating the liberal arts and sciences with professional preparation, and by remaining engaged with a diverse and dynamic world, Drake provides an exceptional learning environment that prepares students for meaningful personal lives, professional accomplishments, and responsible global citizenship.

Learn more in Drake’s Databooks.
The Position

Drake University seeks a provost who will provide academic leadership within an environment that includes a tradition of outstanding education in the liberal arts and sciences, strong graduate and professional programs, and broad and creative interdisciplinary program offerings. More specifically, Drake seeks academic leadership in the following areas:

**Academic Endeavors.** The provost carries the primary responsibility for ensuring and enhancing the quality of undergraduate, graduate, doctoral, and professional education at Drake through the pursuit of excellence in teaching and learning, in scholarship, and in close student-faculty interactions. The provost must be an effective spokesperson and enthusiastic champion of the distinctive academic program and mission of Drake.

**Undergraduate and Graduate Programming Development.** Given Drake’s strong liberal arts and professional program focus, the strength and integrity of the undergraduate program is critical. Graduate programming must also be relevant and of the highest quality. Engagement of faculty and administration in growing and strengthening academic standing must be a priority and an intentional focus of the provost. In addition, the opportunity exists for Drake to become increasingly distinctive through innovative academic programs.

**Teamwork and Relationship Building.** Faculty, the Board of Trustees, and administrators maintain a shared governance structure that reflects and supports the University’s emphasis on collaboration and community. The provost must capture and build upon faculty strength by promoting collaborative leadership among deans and other academic administrators to enhance academic initiatives, faculty development, and attracting and retaining the highest quality faculty. A successful provost will also recognize, utilize, and celebrate the value faculty, staff, and students provide to the University.

**Communication.** In order that an academic community function most effectively, there must be timely and effective communication among all constituencies. Such communication is especially important between the institution’s academic leaders and the faculty and academic staff. As Drake works to be a model of higher education in the 21st century, change management and communication related to change will be of the utmost importance. Effective communication consists of both careful listening and articulate writing and speaking, and the provost should engage in both in exemplary fashion.

**Resource Acquisition, Allocation, and Management.** Financial management must be a priority of the new provost, who is responsible for budget oversight of the academic and student life divisions. Candidates for the position should be able to demonstrate a background of outstanding financial management experience. The provost must work collaboratively with the president, CFO, President’s Council, deans, and the Faculty Senate Budget Committee to develop and fund academic priorities and programs consistent with the Drake mission. The provost is also expected, when appropriate, to assist the Office of Development in fundraising, meeting campaign priorities, and managing outreach as it relates to these activities.

**International Initiatives/Global Engagement.** The University’s mission statement emphasizes preparation of Drake students for responsible global citizenship. International initiatives include an annual study abroad participation rate of 15 percent and hosting of about 300 international students from approximately 50 countries. Global engagement through The Principal Financial Group Center for Global Citizenship, World Languages and Cultures, and strategic international partnerships provide opportunities for internationalization both at home and abroad. The provost will ensure the quality and financial sustainability of these efforts.

**Planning and Priorities.** Collaborating with students, faculty, and senior administrative colleagues, the provost will lead an institutional academic planning process that is comprehensive and inclusive. Priorities must be reviewed, resources attracted or re-directed, and an existing comprehensive planning process continued in order to ensure quality in all programs and course offerings.

**Diversity and Inclusiveness.** Fulfilling Drake’s mission requires a campus context that prepares students to work, live, and engage civilly with communities diverse in terms of social and economic background, gender, race, ethnicity, sexual orientation, political affiliation, religion, and viewpoints. Furthermore, Drake seeks to create and sustain an environment that represents the diversity of the communities we serve with regard to students, staff, faculty, and curriculum, recognizing that diverse viewpoints arising from multiple perspectives contribute to enhanced student learning. The provost will lead efforts to ensure that Drake’s institutional commitment to academic excellence flourishes through rigorous attention to creating a diverse and inclusive environment.
Research and Scholarship. Drake University has a distinguished faculty of teacher-scholars with an outstanding reputation. Notwithstanding their teaching, mentoring, and advising responsibilities, Drake faculty members are active scholars with research programs and scholarly works recognized at national and international levels—securing $10.3 million in FY 15. The provost will support an environment that continues to value research and scholarly inquiry and further invests in resources for the pursuit of extramural funding.

Student Research and Experiential Learning. Candidates to be seriously considered for provost will strongly support experiential learning, which includes service-learning, undergraduate research, and other hands-on learning experiences. The next provost should support undergraduate and graduate scholarship and research, and express a desire to increase the visibility of student research activities and experiential learning on campus.

Development of Centers. Drake has established an unusually broad collection of educational centers as noted in the University profile. The provost will be expected to lead in identifying effective ways to develop and support the various centers.

Development of Campus Leaders. Many opportunities for faculty leadership at Drake exist in the positions of department chairs and deans. The provost shares with the president the responsibility to establish effective means of identifying and cultivating those among the faculty who possess the capacity and desire to provide such leadership. The provost should also encourage leadership development and provide support for those transitioning into leadership or administrative roles.

MISSION STATEMENT

Drake’s mission is to provide an exceptional learning environment that prepares students for meaningful personal lives, professional accomplishments, and responsible global citizenship. The Drake experience is distinguished by collaborative learning among students, faculty, and staff and the integration of the liberal arts and sciences with professional preparation.
Provost Attributes

To sustain and enhance Drake’s distinguished and distinctive academic program, the new provost should have the following professional and personal attributes:

**An informed commitment to, and passionate support for, the ideals of the liberal arts and sciences and professional programs, as expressed in the mission of Drake University, and a commitment to pursue these ideals toward full realization;**

A deep understanding of what constitutes excellent teaching, learning, and scholarship, illustrated in a curriculum vitae of academic qualifications and a record of scholarship that would qualify for tenure as full professor in one of the academic departments or programs at Drake;

**Significant and successful academic administrative experience in an educational setting pertinent to Drake—including undergraduate, graduate, and professional programs—that provides the basis both for a broad educational vision and for seeking efficient administrative procedures in a complex environment;**

Capability for both long-term strategic decision-making and day-to-day management; an excellent leader of people with the ability to hire, motivate, and hold people accountable for their performances. This should also include a collaborative style that builds upon relationships and a sense of community and teamwork; as well as the courage and strength of character to make and support difficult decisions on a timely basis;

**The ability to be an effective change agent: questioning institutional assumptions, determining true needs, cultivating support, managing disagreement, avoiding imposing one’s own view, setting the right pace, and getting things done by effective execution;**

Open perspective and balanced judgment, leading to a principled view of the world and the confidence to seek consensus rooted in those founding principles of the University that call for it to be broad-based and liberally non-sectarian;

**Excellent communications skills, with a confident and comfortable public presence and the ability to articulate the University's ideals, while at the same time being an active listener;**

A strong commitment to student success, including leading faculty/community support for student retention and persistence, with intentional focus on serving underrepresented student populations;

**A commitment to the vital integration of students’ curricular and cocurricular experiences in support of the University's stated mission;**

Demonstrated commitment to diversity and to building diverse leadership teams; capability to pursue diversity, equity, and inclusion as critical components of academic excellence and student success;

**A personal commitment to the Drake’s statement of values, which includes academic integrity, freedom of thought and inquiry, and civility;**

A demonstrated capacity to be an effective steward of financial resources in support of the academic enterprise, coupled with successful experience in adding to such resources and an appreciation and understanding of the need for discipline in fiscal matters;

**A creative and entrepreneurial leader with enthusiasm and stamina for the task of provost, balanced with a sense of perspective on the challenges of such a position, and;**

An appreciation for the balance of academics, Division I athletics, and other extracurricular activities of students.
The Program

A midsized, private university in Iowa’s capital city, Drake offers more than 70 majors, minors, and concentrations, and 23 graduate and professional degrees through six colleges and schools.

The foundation for undergraduate education is the Drake Curriculum, designed to expose students to a wide range of ideas and ensure a balanced academic experience. By choosing among many options, every student journeys along a learning path that is uniquely his or hers.

New undergraduates begin with a First Year Seminar—a small discussion-based class that brings together students from the same residence building to explore an intriguing topic while acclimating to an academic culture.

As undergraduates fulfill coursework toward one or more majors and minors, they also make discoveries in one or more Areas of Inquiry—from art to history, from critical thinking to quantitative literacy, from human evolutionary psychology to tropical ecology.

The senior capstone is an opportunity for students to combine the knowledge and skills developed over three years of college experience in a single significant project—an internship, fieldwork experience, independent research, or special seminar.

The Drake experience is also characterized by close relationships among faculty, staff, and students, and an emphasis on ethics and developing reflective practitioners of their disciplines.

Recognizing that graduates will live and work in a globally interconnected society and economy, Drake prepares students to face transnational challenges and thrive in a multicultural environment. Study abroad opportunities are vast and diverse, with more than 200 experiences in over 70 countries expanding students’ perspectives for a summer, a semester, a full year, or during the three-week January Term. In addition, Drake hosts roughly 300 students from 50 countries and 10–15 international scholars on an annual basis. Partnerships with strategic international institutions allow for diverse student, faculty, and staff engagement and programming.

The Principal Financial Group Center for Global Citizenship brings recognized speakers to campus and sponsors significant learning experiences focused on international affairs. The World Languages and Cultures program combines classroom time with small group conversation to build proficiency in not just speaking

ACADEMIC UNITS

College of Arts and Sciences
College of Business and Public Administration
College of Pharmacy and Health Sciences
Law School
School of Education
School of Journalism and Mass Communication
Cowles Library
but understanding a language. These experiences combine to infuse global perspectives and learning into the student academic and social experience (both on-campus and abroad) in order to deepen intercultural engagement and to meet the needs of 21st-century learners.

The University’s graduate programs emphasize collaboration and relevant skill building in a learning environment where students learn both from faculty with experience practicing what they teach and from peers who come from a variety of industries, job levels, and backgrounds. Programs span a wide range of areas—including Doctor of Pharmacy, Doctor of Jurisprudence, Doctor of Education, Doctor of Philosophy in Education, and joint degrees—and all emphasize practical applications and problem-solving strategies and allow students to focus on individual interests, needs, credentials, and career goals.

INFLUENTIAL RESEARCH AND OUTREACH CENTERS

The Center for the Humanities
The Buchanan Center for Entrepreneurial Leadership
The Constitutional Law Center
The Harkin Institute for Public Policy and Citizen Engagement
The Kelly Continuing Education Programs
The Law School’s Legislative Practice Center
The Pappajohn Center for Entrepreneurship Outreach
The Principal Financial Group Center for Global Citizenship
The School of Education’s National Rehabilitation Institute
The Slay Fund for Social Justice
The Robert D. and Billie Ray Center
The Rolland and Mary Nelson Institute for Diplomacy and International Affairs
Agricultural Law Center
Intellectual Property Law Center
Neal & Bea Smith Legal Clinic
Middleton Center for Children’s Rights
E.T. Meredith Center for Magazine Studies

Drake is uniquely positioned to combine forces with the metropolitan area’s private and public sectors to better serve the community through professional development opportunities. Graduate degree programs ranging from teacher effectiveness to public administration to financial management help businesses and organizations strengthen the region’s workforce and develop critical leadership pipelines.

The People

Nearly 6,000 students applied for approximately 850 places in the Fall 2015 entering first-year class. The average admitted student has an ACT score of 27 and a GPA of 3.71. Approximately 75 percent of first-year students are in the top 25 percent of their graduating high school class.

The University currently enrolls more than 3,300 undergraduates and 1,700 graduate, law, and part-time students from 40 states and 45 countries. More than 160 student organizations tap into interests from politics to music to the outdoors. The 18 national social fraternities and sororities provide another way for students to build community at Drake.

Of Drake’s 279 full-time professors and instructors, 87 percent hold the highest degrees in their field. With an overall student-faculty ratio of 13-to-1, all are focused on student success. The faculty stand out not only as dedicated teachers but also as accomplished researchers—experts in their fields doing important work on current issues.

There are more than 70,000 Drake alumni worldwide. Reflecting the University’s emphasis on leadership and its impressive accomplishment rates for both bachelor and graduate degree recipients, Drake alumni can be found in positions of influence in business, the arts, education, law and politics, health care, and in their communities.
Commitment to community is part of the Drake ethos. The student service-learning program that was formalized in 2011 has now become one of the cornerstones of the Drake experience. Before they graduate, some 80 percent of students in all fields learn by contributing professional services to nonprofits, schools, associations, or government offices in Des Moines and around the world. Nearly 80 percent of Drake faculty and staff volunteer in the local community. Thousands of Drake alumni volunteer in their communities each year, including those in 18 different cities across the country who donate their time and talent to serve those in need on DU Good Day.

**NOTABLE DRAKE ALUMNI**

Deborah Turner, LW’07, Director of Gynecological Oncology, Mercy Cancer Center

Clark R. Mollenhoff, LW’44, Pulitzer Prize-winning journalist

Paul Schickler, BN’74, GR’83, President, DuPont Pioneer

Darci Vetter, AS’96, Chief Agricultural Negotiator, Office of the United States Trade Representative

Larry Zimpleman, BN’73, GR’79, Chairman, The Principal Financial Group

4 governors of Iowa, including sitting Governor Terry Branstad

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**The Place**

Drake University’s campus is situated on approximately 150 acres two miles from the city center. Residence halls are connected to academic and administrative buildings and athletic facilities by open green space, a planted prairie, outdoor art, a reflecting pool, and pedestrian plazas and walkways. The Arbor Day Foundation has recognized Drake’s efforts to foster a healthy urban forest, awarding the University a Tree Campus USA designation. The perimeter of campus is defined by diverse businesses and destinations—retail shops, coffee houses, restaurants, even an independent cinema mecca, the Varsity Theater.

Recent capital projects have invested more than $100 million in new landscaped gateways, residence hall upgrades, improved and new lab space, a renovated 200-seat theater, new collaborative and after-hours space, the 6,000-square-foot University Archives (providing research opportunities and access to significant collections), and a new state-of-the-art basketball practice facility.

A bold, forward-thinking strategy recently launched multi-phase development of an interconnected science, technology, education, and math complex. STEM@DRAKE—with its ‘E’ for education—includes a distinctive interdisciplinary vision, one that places future scientists and future educators together in a synergistic learning environment. Ultimately encompassing six buildings on campus—including two new buildings for various programs in the sciences and the School of Education—this hub of exploration will pair leading-edge technologies with innovative spaces for collaborative study, research, and experimentation.

Another part of this initiative is new programming: Drake is preparing to launch programs in response to career trends and employer demands, including Data Analytics, Kinesiology, Athletic Training, and Occupational Therapy.

Renowned for extraordinary athletic feats in track and field, Drake is home to the celebrated Blue Oval and each year hosts the Drake Relays, regarded as one of the top events of its kind in the United States. Also in Drake Stadium, the Bulldogs play in the Pioneer Football League on the Johnny Bright Field. A number of other athletics facilities play home to the Bulldogs, including The Knapp Center, where they compete in NCAA Division I as members of the Missouri Valley Conference.
Campus conveniences are valued, but perhaps more significant are the powerful ways in which the city of Des Moines enriches learning, connections, and experiences at Drake. With a multitude of businesses and nonprofits just minutes from campus, Drake can provide exceptional opportunities for students to work, play, explore, and put what they’re learning into practice.

Des Moines is a national hub for insurance, publishing, and politics; the nexus of Iowa’s state government; the headquarters of industry giants (Principal Financial Group, Meredith Corporation, DuPont Pioneer, and more); and the front-row seat of democracy every four years during Iowa’s first-in-the-nation caucuses. More than 92 percent of Drake students graduate having had one or more internship, practical, or field experiences. Drake’s rigorous academic programs complement Des Moines’ professional opportunities, and students benefit from a central Iowa alumni network of more than 19,000 Drake graduates—many of whom lead businesses and are eager to hire Drake students.

A dynamic metropolitan area holds attractive quality-of-life options for not only students but also faculty and staff. From a diverse live music, theater, and arts scene to sports, cultural festivals, farmers markets, shopping, and outdoor trails, Des Moines offers plenty of options for entertainment and play.

Discover what Des Moines has to offer.
LOCATION, LOCATION, LOCATION

Des Moines has garnered much national media attention in recent years.

#1 Metro with the Most Community Pride (Gallup, 2015)
#2 Best Cities for Jobs in 2015 (Forbes, 2015)
#1 Wealthiest City in America (TODAY show, 2014)
#1 Best Medium-Sized Metro Area for Homeownership (Nerdwallet, 2014)

#1 Best Places for Business and Careers (Forbes, 2013)
#2 Strongest Local Economy (Policom, 2013)
#3 Top 15 U.S. Cities’ Emerging Downtowns (Forbes, 2013)
#1 Best Midwest Cities for Young Adults (The Business Journals, 2013)
#2 Best Cities to Start a Business (The Street, 2013)

The Plan

Drake University is an institution that is fueled by mission and steered by vision. Students, faculty, and staff all play a role in bringing that vision to fruition through the Strategic Plan 2013–2017. More than 200 faculty, staff, students, and trustees engaged in discussions and planning sessions that enabled the development of the plan. Its implementation is underway, carried out in daily responsibilities and focused on four overarching goals:

1. Reshape Drake University’s exceptional living, working, and learning environment to embrace the challenges and opportunities of the diverse and global 21st century.

2. Promote agility, responsiveness, and flexibility of decision-making and operation.

3. Develop a sustainable business model to ensure that Drake University will continue to provide an exceptional learning environment that is financially accessible to students and their families.

4. Engage with Drake’s key constituents to advance the University and to fulfill its commitments to the communities of which it is a part.

The distinctly Drake comprehensive campaign launched publically in 2010, focused on generating $200 million to transform a vision into reality. Drake surpassed that goal in February 2015, five months before the official close of the campaign. With support from alumni, students, trustees, Des Moines community members, and other friends of Drake, distinctly Drake closed
in June 2015 with $216 million raised to invest in scholarships, endow chairs and professorships, construct and renovate numerous facilities, develop interdisciplinary centers, and strengthen Drake’s ability to address the most immediate needs of the University through its annual fund.

**Institutional Leadership**

On July 1, 2015, Earl “Marty” Martin became the 13th president of Drake University.

An accomplished academic administrator, teacher, and legal scholar, President Martin joined Drake following 10 years at Gonzaga University, where he was executive vice president from 2010 to 2015. He also served as acting academic vice president and dean of the Gonzaga School of Law. Before Gonzaga, he spent eight years as a professor of law at Texas Wesleyan University School of Law. President Martin served for eight years as an active-duty U.S. Air Force staff judge advocate officer in England, Germany, and the United States. He served an additional 12 years in the Air Force Reserves, retiring as a lieutenant colonel in 2007. President Martin holds a bachelor’s degree and a J.D. from the University of Kentucky and an LL.M. from Yale University School of Law.

Eager to position Drake for the future, President Martin is currently working alongside the Drake community to gain a deeper understanding of the University’s strengths, opportunities, and challenges. With a commitment to community, learning, and innovation, President Martin is ready to lead the University’s students, faculty, and staff to being a 21st century model for excellence in higher education.

**Nominations and Inquiries**

The provost search committee will begin a review of applications immediately and continue work until an appointment is made. To assure full consideration, applications should be received by Oct. 9, 2015, and include a letter of interest, curriculum vitae, and five professional references with email addresses and telephone numbers. References will not be contacted without prior authorization from the applicant. Applications should be completed using the online application system for Drake University.

*Drake University is an equal opportunity employer and actively seeks applicants who reflect the diversity of the nation. No applicant shall be discriminated against on the basis of race, color, national origin, creed, religion, age, disability, sex, gender identity, sexual orientation, or veteran status.*