Provost at Lake Superior State University Job Description

Responsible to the President, to plan, develop, direct and administer all phases and aspects of the University’s academic and related programs and oversees other aspects of the University as assigned. The Provost/VPAA operates the University in the absence of the President.

Duties and Responsibilities

• In consultation with the President is responsible for overseeing all aspects of academic affairs at the University in a manner consistent with overall University objectives.

• In collaboration with the President, Vice President for Enrollment Management and Dean of Student Life and Retention, assists with student recruitment and retention, especially academic advising, to ensure that university-wide goals for student recruitment and retention are obtained.

• Consults with and advises the President on affairs relating to the academic operation of the university; serves as the major advisor on academic budget development and is responsible for assuring that the academic expenditures are goal directed, effective and delivered within budgetary parameters.

• Effectively works with faculty leadership including bargaining units to assure that the overarching goals of the University, including for academic rigor and excellence, are implemented in a smooth and coordinated way.

• Serves as the University’s chief liaison to the Higher Learning Commission and assures University compliance with all aspects of the University’s accreditation. Assures that new programs are developed in a manner consistent with HLC and state of Michigan policies.

• Maintains and expands specialty accreditations in all academic areas where they are available and appropriate to the University’s mission and financial resources.

• Responsible for selective and rapid expansion of programs at the certificate, associate’s, bachelor’s and master’s level.

• Is responsible for developing and effectively interacting with a Faculty Senate assuring that shared governance and University values, mission and vision are appropriately addressed.

• Works cooperatively, collegially and effectively with the University’s President, senior administration, Board, and managers throughout the University. Is an articulate spokesperson for all academic and related matters of the University.

• Develops, expands and oversees the faculty’s scholarship agenda, helping to enhance faculty and staff grants and contracts.

• Represents the University at various functions including the CAO group of the President’s Council of public universities in Michigan.

• Monitors student satisfaction with academic programs and takes corrective actions as needed.

• Assures that student learning outcomes are appropriately measured and evaluated in the context of a culture of evidence. Assures that academic syllabi and other evidence of student learning effectiveness reflect student learning outcomes (Institutional Learning Outcomes – ILOs) and academic rigor.

• Reviews, revises, develops and administers policies and procedures governing recruitment and selection of academic personnel; administer policies and contract provisions as applicable to academic personnel.

• In consultation with the University’s President, assures that tenure and promotional rules are implemented in a manner consistent with the University’s goals and the bargaining unit contract.

• Develops, coordinates, and implements long-range objectives for total University curricula growth in cooperation with the Provost’s Council.

• Evaluates and recommends to the President necessary curriculum changes related to University objectives and development; sets academic standards; provides developmental measures to remove deficiencies identified in the basic skills of students; supports cultural diversity; appreciates and supports the community college role of the University.
• Expands University’s use of distance learning technologies and assures that they are properly evaluated.
• Expands, oversees and directs University’s regional centers and other off-campus efforts, assuring that they are at all times in compliance with accreditation and academic excellence requirements.
• Insures adequate use of instructional materials, facilities, and computer technology by all faculty.
• Chair Provost’s Council and Curriculum Committee; serve on the following committees/councils: President’s Cabinet, Distinguished Teacher Committee, and Commencement Committee; also serve on the statewide Academic Officers Council of the State’s President’s Council.
• Encourage and facilitate professional accreditation visitations.
• Approve materials for the University Catalog and assures the catalog’s accuracy and delivery in a timely manner.
• Provides overall supervision for the academic Deans, Associate Provost, Director of the Library/Learning Commons, Director of Continuing Education, Registrar; works with Deans and Chairs to insure the consistent and equitable interpretation of University policies and contract provisions.
• Oversees the Library and University librarians and the development of the Library with the academic program requirements and develop policies, procedures, and programs for its effective utilization.
• Serve as grievance hearing officer and liaison with LSSU Faculty Association; provide advice to University academic bargaining team.
• Performs other duties as assigned.

Qualifications
Doctoral degree in relevant discipline; extensive, successful and progressively responsible experience in higher education including teaching, curriculum development, use of computer technology, collective bargaining experience,; desirable but not essential. Must work effectively and cooperatively with a wide range of people both within and outside the University.

LSSU Mission Statement
We equip our graduates with the knowledge, practical skills and inner strength to craft a life of meaningful employment, personal fulfillment, and generosity of self, all while enhancing the quality of life of the Upper Great Lakes region.

Why this mission?
This mission statement captures the passion for student success that permeates LSSU and highlights our distinct strengths. Each word or phrase has special meaning and significance as noted below:
• “We” – it is not “the” mission, it’s a statement about our mission as a diverse and caring community
• “equip” – it’s more than prepare, it’s the down-to-earth task of equipping
• “knowledge” – the breadth of knowledge from the liberal arts tradition is merged with the depth of knowledge from a major in a discipline
• “practical skills” – from its founding, LSSU has emphasized and been admired for the real-world, hands-on quality of our education that employers repeatedly applaud for having graduates ready to work on day one
• “inner strength” – our area of the Upper Peninsula is respected for the resilience and steadfastness of its people which is captured by the Finnish word “Sisu” and the Native word “Mashkawazii”
• “craft” – like practical skills and equip, we believe our graduates have a hands on approach to learning and to shaping the course of their lives
• “meaningful employment” – LSSU is well-known for the fact that our graduates enter the job market ready to work and progress through their careers through dedication, hard work, and loyalty
• “personal fulfillment” – the liberal arts tradition empowers LSSU graduates to appreciate the arts, humanities, sciences and social sciences and to become lifelong learners
• “generosity of self” – more than service to others and civic engagement, LSSU graduates are giving and caring people who appreciate and affirm others
• “quality of life” – the residents of the Eastern Upper Peninsula need and deserve a university that not only provides educational, cultural, aesthetic, and sports venues, but also vigorously promotes economic development and community health and wellbeing
• “Upper Great Lakes region” – our location is unlike any other place in North America with access to Lakes Superior, Michigan and Huron

LSSU Vision Statement
We capitalize on our unique location and mission as a regional state university to be a model for educational innovation and a preferred partner for U.S. and Canadian community and tribal colleges.

Why this Vision?
This vision statement inspires our stakeholders to build on our strengths, take risks and collaborate. Key phrases have special meaning and significance as noted below:
• “Capitalize on our unique location” – it’s not just the Upper Great Lakes region, but also the Soo Locks, a stone’s throw from the bridge to Canada, an environmental treasure, and a hunting, fishing, kayaking and hiking enthusiast’s paradise
• “model for innovation” – our small size, entrepreneurial spirit, and can do attitude inspire us to take risks and serve as a prototype for new ideas or strategies to improve regional public universities
• “preferred partner for U.S. and Canadian community and tribal colleges” – the only public Michigan university chartered to offer associate degrees that has regional campuses at community colleges in both the Upper Peninsula and Lower Peninsula, as well as collaborative relationships with a tribal community college in the U.S. and a two-year public college in Sault Ste. Marie, Ontario

LSSU Core Values:
• Excellence in Teaching and Learning: Teaching is our first priority and focuses on providing student/faculty interaction, learning, and research in current, relevant programs.
• Opportunity: Students have a wide range of opportunities to grow academically, professionally, culturally and socially. Opportunities are provided via work-study assignments, student organizations, internships, community outreach and leadership.
• Diversity: Students experience a campus community environment that is inclusive and welcoming.
• Ethics and Values: The university promotes an environment which values freedom of expression, the pursuit of truth, honesty, openness, and courteous behavior where everyone is treated with respect.
• Stewardship: LSSU provides a framework in which to leave the university and region financially and environmentally sound for future generations of LSSU students, alumni, and friends.
2017-2022 LSSU Strategic Plan

Culture

LSSU will develop a culture of open communication and engagement fostering an enriching academic experience focused on a sense of community across campus, and connection to the Eastern Upper Peninsula. We seek to maximize individual voices in within our campus and community. With a commitment to our core values and teamwork across all departments, we can harness our unique talents and enrich our students’ educational experiences. We strive to foster a culture of lifelong learning, integrity, and service by engaging students both in and outside of the university.

CAFE Master Goals for Culture:
• We cultivate an environment of inclusion where all members treat others with dignity and respect.
• We cultivate open communication, engagement, and behaviors that strengthen community, across campus and in the wider region.
• We cultivate continuous self-improvement through service, assessment, and accountability.

Academics

LSSU will develop and embrace an educational environment that is at once informing and informed; respecting and cultivating knowledge, resources, and talent contributing to the local and global community. We seek to maximize our institutional potential by promoting collaborative and transformational learning. We provide learning environments which are responsive and inclusive. We embrace an intentional, high quality, and consistent educational experience.

CAFE Master Goals for Academics:
• We will cultivate continuous academic and co-curricular improvement to provide relevant programs and support services.
• We will cultivate student educational experiences that add value and allow students to reach their full potential.
• We will cultivate programs that support individual growth within the curricular, co-curricular, and non-curricular realms culminating in degree completion and endorsement of lifelong learning.

Finance

LSSU will develop operational methodologies that are open and transparent to cultivate trust both internally and externally, and enable informed decision-making regarding stewardship and use of available resources. We seek to ensure the institution’s resources are sufficient to fulfill its mission, improve the quality of educational offerings, and plan for the future. We seek flexibility through resource allocation to address changing needs and opportunities. We seek sustainability through plans which are evaluated in order to accommodate both short and long term needs, and ensure that consequences of the decisions are considered.

CAFE Master Goals for Finance:
• We will cultivate a culture of continuous improvement through accountability and sustainability practices, regular financial reviews, and periodic reporting.
• We will cultivate data-informed budgetary processes that are open, transparent, and in alignment with institutional priorities.
• We will cultivate viable entrepreneurial efforts to efficiently support evolving institutional needs, and to support new financially-viable, mission-driven opportunities.

Enrollment

LSSU will develop and implement systematic and integrated approaches to meet student enrollment goals. We seek to make enrollment decisions that reflect the mission of the institution and serve a broadly defined student population through goals which are developed, communicated, assessed, and updated annually. We seek to promote open communication and planning to establish institutional targets that are reflective of demographics and aligned with ongoing strategic decision-making for the campus.

• We will cultivate, maintain, and support an enrollment management strategic plan that will center on programs and activities that reach enrollment goals.
• We will cultivate collaborations with external and internal groups to promote student development and success.
• We will cultivate continuous improvement of the student experience through data-informed decision-making and student input.
Life and Learning at Lake Superior State University

LSSU is located in scenic Sault Ste. Marie, Michigan a city which shares an international border with Sault Ste. Marie, Ontario. The institution provides a superior blend of liberal and technical studies in Michigan’s Upper Peninsula. LSSU offers undergraduate degrees in 45 areas of study that attract students from every county in Michigan, more than a dozen states and provinces, and many nations. As Michigan’s smallest public university, LSSU emphasizes a superior undergraduate experience, provided and supported by highly qualified faculty and a dedicated staff.

Lake State is part of a dynamic and picturesque community that offers a number of unique opportunities for students and faculty. Over 100,000 people live in the immediate area. The Great Lakes, and access to international opportunities, combine to make Sault Ste. Marie a delightful place to live and work.

LSSU at a Glance

Founded: 1946

Faculty: 115 full time

Employment status of LSSU graduates: 94.8% - Those seeking and accepting employment within one year of graduation

Total enrollment: Approximately 2,000 undergraduates

Class size: 74% have fewer than 30 people

Student/faculty ratio: 16:1

NCAA Division I ice hockey team has won five national championships. More than a dozen LSSU players have gone to play in the National Hockey League.

Board of Trustees

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Academic Programs of Distinction

The natural environs supports our outstanding natural resource programs, including fisheries and wildlife management, parks and recreation, environmental science, and geology. Students working at our Aquatic Research Laboratory (Hatchery) maintain one of only a few facilities where undergraduate students raise hatchery fish for production, stocking an important North American Fishery. LSSU’s Environmental Analysis Laboratory attracts projects from around the globe, providing research opportunities for faculty and students and jobs for students on campus. Lake State was the first university in the country to receive accreditation for a four-year fire science degree through the International Fire Service Accreditation Congress.

The University has outstanding professional programs. These programs include the criminal justice program, which offers Public Safety and Homeland Security tracks. The nursing program, which provides state-of-the-art simulation and international clinical experiences. Nationally accredited programs in computer, electrical and mechanical engineering emphasize a practical approach to engineering, with an option to add a robotics concentration or minor to either the engineering or engineering-technology programs. Lake State’s location on an international border affords business students unusual opportunities in marketing, accounting and entrepreneurial activities. The highest-enrolling majors at LSSU are biology, business, criminal justice and nursing.

LSSU’s Product Development Center, a partner in Sault Ste. Marie’s “Smart Zone,” is becoming widely utilized outside of campus. Companies use the facilities for testing and product development, providing research and employment opportunities for students and faculty and an economic boost to the state. Safety equipment used on National Hockey League players’ ice skates was developed in the center. The PDC is located in the Center of Applied Sciences and Engineering Technology (CASET) building.

The Automated Systems Laboratory, or robotics lab, is the base for many engineering students’ senior projects, a graduation requirement that uses student teams to produce a commercial project for an industry sponsor. Past projects have included automotive research and development work, computer programming projects and various other projects. At the end of the year, students present a final product for their industry sponsors and the general public.

Students in the sciences also complete a senior project before they graduate. This is typically a year-long project under the guidance of faculty advisors that culminates in a presentation to their peers and interested community members. Some of the studies have been sponsored by state and federal agencies, and have included follow-up by subsequent senior projects. Every year, a selection of these studies is presented at state and national conferences.

Biology faculty and students here have succeeded in producing a pellet made of reed canary grass – a prolific weed in Michigan – that may be able to be burned as efficiently as wood pellets for home heating. Engineering faculty have been working with a grant from Great Lakes Energy Service that will help promote alternative energy education, and energy efficiency education, through the installation of a 1kw solar unit and 1kw wind turbine on campus that LSSU students and faculty monitor. The equipment will expand the department’s efforts to make alternative energy education a key component of the programs offered by Lake State.

Students who take the Major Field Test in Business administered by the Educational Testing Service have scored significantly above the average national scores. LSSU students have scored in the top 5 percent in the nation in accounting and economics, and scored within the top 20 percent in management and finance.

LSSU is home to one of only five student chapters of Ducks Unlimited in the state. Ducks Unlimited has been a leader in wetlands conservation since 1937. LSSU’s chapter was established in 2007. Lake State’s Fisheries and Wildlife Club has been repeatedly recognized for its work by the Michigan Chapter of the American Fisheries Society. LSSU alumnus Carl R. Ruetz III, PhD, is a past-president of the Michigan American Fisheries Society chapter.
Student Life
Students at LSSU have many opportunities to make a difference. Lake State offers the opportunity to work closely with senior administration and staff in curricular, co-curricular and extracurricular activities, and enjoy a dynamic and personal interaction with faculty in the classroom and in the field. Each person makes a difference at Lake Superior State University, whether through volunteering in the community or on campus, or conducting meaningful research on a wide range of topics. Laker graduates routinely report how well prepared they are for their first jobs and for entry into graduate and professional schools. Graduates readily credit their professors, who offered a challenging curriculum and worked closely with them to ensure they would be well prepared for their next experience. Likewise, employers note that LSSU graduates have the practical skills and work ethic to be valuable contributors to their companies from the first day on the job.

Laker Athletics
The university provides Division I hockey for men, and a range of Division II sports for men and women. Several Laker graduates have participated in the Olympics, including Terry McDermott, who won gold for speed skating in 1964, and several members of Laker hockey teams who played for Team USA and Team Canada in the 1990s.

University Traditions
The University has a number of unique traditions, including its List of Banished Words, issued annually since 1976, which continues to be popular around the world. Nearly every North American daily newspaper prints, and international news outlets broadcast, this list on December 31 or January 1. Typically the LSSU website sees a spike of 200,000 hits over a 24-hour period when the list is released. Later in the year, on the first day of spring, students, faculty, staff and the community participate in the annual Snowman Burning, which has been a campus tradition since 1971. CondeNast Traveler magazine notes: “You can get a unicorn hunting license from Lake Superior State University” as Michigan’s contribution to 50 Strange But True Facts About the U.S.
LSSU Campus and Community

LSSU’s campus has a unique blend of old and new. The former site of U.S. Army Fort Brady, the university still uses many of the former fort buildings for student residences and administrative offices. The fort was built on this site at the turn of the 20th century. It was deeded to the State of Michigan in 1946 to become a branch campus of Michigan College of Mining and Technology, serving returning WW II veterans.

Even the newest addition to campus mixes the old and the new. A $13.5 million remodeling project to South Hall, a former Fort Brady barracks-turned-classroom, was completed in early 2017. The new Considine Hall houses the Lukenda School of Business in a 32,000 sq. ft. state-of-the-art classroom and faculty office facility with an atrium that creates an interactive commons with an expanded café, new program rooms, and support space. Several small student study rooms and collaboration areas create a busy learning environment from early in the morning to late at night with study sessions on the weekends.

The James Norris Center houses not only the Bud Cooper Gymnasium, but Taffy Abel Ice Arena and the Arbuckle Student Activity Center. Built in 1976 and expanded through the years, students and the community use this building extensively, walking the indoor track, organizing intramural games and more. The Arbuckle Student Activity Center is regularly used for pick-up games, intramurals and getting a great workout. It has a six-lane track, four multi-purpose courts for basketball, volleyball, and tennis, and aerobic workout stations.

The Cisler Center is a social hub of campus. Tucked inside is the Peacock Cove coffee house, a store and cafeteria, Great Lakes meeting rooms, and catering services. It also houses the student newspaper, student government offices, and the Quarterdeck cafeteria. The building is named for Walker Cisler, a Detroit Edison executive who spearheaded funding for the center’s construction in the early 1970s.

Opened in the fall of 2005, the Arts Center has classrooms and dedicated study space, a 700-seat state-of-the-art auditorium, a “black box” performance space, art gallery, orchestra and dance recital space, graphics and 3-D art studios.

Crawford Hall of Science has been the home of LSSU science programs since the late 1960s. Extensively remodeled in the late 1990s, the building won awards for the design of its laboratories. In addition to laboratories and classrooms, the building houses the Gil Gleason Natural Science Museum, the Gale Gleason Environmental Institute, the Ben Long Planetarium, and the C. Ernest Kemp Mineral Resources Museum.

Barch Center for Freshwater Research and Education (CFRE) will be located next to the Cloverland Electric Cooperative Power Plant in downtown Sault Ste. Marie. The 20,000 sq. ft. facility will house an expanded Aquatic Research Lab with hatchery for Atlantic Salmon, fish health laboratory and other labs for freshwater interdisciplinary research focused on the Great Lakes, a visitors center and outreach area for K-12 education about the Great Lakes, office and lab space for visiting professors and researchers, classrooms, and dormitory-type accommodations for guests. With construction starting in the summer of 2018, this unique facility will be both an educational and research treasure and a major driver for economic development in the Eastern Upper Peninsula.
Sault Ste. Marie, Michigan (population 19,000), one of the oldest cities in North America and the oldest city in Michigan, was founded as a fur trading center in the early 17th century. A Jesuit mission was established in the area in 1641, and Father Marquette founded the first permanent settlement 27 years later.

Sault Ste. Marie, Ontario (population 80,000) is a cultural, recreational, social and entertainment center. The combined population, along with the proximity of the Twin Saults, allows for an international flavor combining the opportunities of a city, and the safety and comfort of a small town. Highlights of places of interest in and near the campus include:

**Soo Locks** – While the first locks on the St. Mary’s River were built on the Canadian side in 1797, they were destroyed in the War of 1812. The American Sault Locks were completed in 1855 by the US Army Corp of Engineers, and are now designated a national historic site that sees hundreds of thousands of visitors each year. The park around the Locks is the site of Concerts in the Park every week during the summer months.

**Tahquamenon Falls** – The third most voluminous vertical waterfall east of the Mississippi, and a popular tourist attraction as part of Tahquamenon Falls State Park. Nearby is Whitefish Point Bird Observatory and the Great Lakes Shipwreck Historical Museum.

**River of History Museum** – This museum in downtown Sault Ste. Marie chronicles the area’s history from Native American settlement to today.

**Sault Ste. Marie, Ont. Waterfront** – From the Canadian side of the St. Mary’s River, visitors may walk across the Canadian Locks and stroll the boardwalk along Whitefish Island, which figured prominently as a gathering place for Native Americans from Canada and the U.S. It provides great views of the rapids, which have been attracting fishermen for thousands of years.

For more information about the area attractions and the community, please consult the following websites:

- City of Sault Ste. Marie, Michigan
  [http://sault-sainte-marie.mi.us](http://sault-sainte-marie.mi.us)

- City of Sault Ste. Marie, Ontario
  [http://www.city.sault-ste-marie.on.ca/](http://www.city.sault-ste-marie.on.ca/)

- Sault Michigan Convention & Visitors Bureau
  [http://saultstemarie.com](http://saultstemarie.com)

- Sault Michigan Chamber of Commerce
  [http://saultstemarie.org](http://saultstemarie.org)
LSSU Student Body

Lake Superior State University is home to approximately 2,000 undergraduate students. The majority of students are from the Lower Peninsula, followed by students from the Upper Peninsula. Approximately seven percent of students are residents of Ontario, and eight percent are members of Native tribes, the highest population percentage of any Michigan college or university.

Our admission process is moderately selective with an undergraduate mix for entering students of approximately 67 percent new freshmen and 33 percent transfer students. For new freshmen, the middle 50 percent high school GPA range is 2.9-3.6 and the middle 50 percent ACT composite range is 22-25.

Students who are attracted to LSSU enjoy the advantages of a small community and the abundance of recreational activities available to them. They appreciate an academic setting that allows them to maximize their tuition dollars. Students report that they are well prepared for their next academic or professional step because of the level of attention they were able to receive from staff, faculty and administrators.

LSSU students find unique opportunities at Lake State. Nursing students gain clinical experience in Canadian and U.S. hospitals and work directly with tribal people on both sides of the border. Science students develop and complete research projects that may be reserved for graduate students at other institutions. Many are listed as co-researchers on faculty-published research papers. Some have the opportunity to present their research finding to a broad audience.

Students also enjoy study-abroad experiences. Over the past decade, more than 200 students have studied abroad in 14 different countries including China, Scotland, and Ireland. Other students study at the Japan Center for Michigan Universities. Faculty have led student trips to Africa, Costa Rica, Europe, Australia and many other locations. Closer to home, students have studied on the Gulf Coast of Texas, the Great Plains and in the Great Smoky Mountains. Students routinely go afield to supplement their studies, thanks to LSSU’s location and proximity to a diverse range of natural resources and features.

LSSU’s small community makes everyone here more aware of their neighbors. Faculty know the students by name and work hard to develop a personal connection. Students look for ways to help their fellow students and the members of the community through volunteer work. Curricular and co-curricular activities are built into many academic programs to deepen a student’s awareness of social responsibility.
Top Ten Reasons To Attend Lake Superior State University
(Shared with Prospective Students)

10. **A Private College Feel at a Public University Price.** Small class sizes, personal, and focused attention of undergraduates, similar to a private liberal arts college, at much lower One Rate Tuition annual price tag of $11,232.

9. **Just the right amount of quirky.** We publish a yearly banished words list, burn a gigantic paper snowman each year to celebrate the beginning of spring, and have a unique university “Game Room” where students can clean and dress what they shoot or catch.

8. **Investment.** We serve students who value their college education, but also enjoy life, making them especially appreciative of the faculty and staff who are invested in their academic success and preparation for rewarding careers.

7. **Opportunity and Empowerment.** LSSU ascribes to a four-year model of student development from nurture to support to challenge to empower; we are a place dedicated to developing leadership, character, and grit.

6. **Passion.** Lakers bleed blue and gold; not only our students, but also our faculty and staff, have a passion to learn and serve. Our founding motto is “Enter to Learn; Go Forth to Serve.”

5. **Location.** Students can get an international experience just across the river in Canada, explore the pristine Eastern U.P.’s beautiful beaches, endless miles of rivers and trails perfect for hiking, fishing, hunting, canoeing, and more, and enjoy the warmth welcome of a safe and friendly college town, Sault Ste. Marie and our regional center campuses in Escanaba and Petoskey.

4. **Academic Programs of Distinction.** We offer a wide range of academic programs including: Engineering, Fisheries and Wildlife Management, Forensic Chemistry, Accounting, Management, Fire Science, Criminal Justice, Parks and Recreation, and Nursing. Students can also choose from an array of traditional majors offered at liberal arts colleges.

3. **Hands on and practical educational experiences.** We prepare graduates for their first job, but also an evolving career through undergraduate research with faculty, small classes, mentoring, internships, community service, athletics, clubs and activities, and career advice and placement.

2. **Affirmation!** The basic quest in life is validation. It is the human condition to need to feel needed, wanted, and affirmed. Lake State is an incredibly affirming community. We affirm students’ value, potential, and achievements. We prepare our students for lives of meaning and purpose.

1. **Anchor.** The Lake State logo is an anchor. When students arrive on campus they drop anchor. What makes LSSU special is that in this anchorage, students will find here a safe home port, grounded and secure. Here, they will learn, develop new knowledge and skills, and explore new waters through research, practical internships and field work. Here they set a course for success, for excellence, for fulfillment. As graduates they leave for new ports, careers, graduate and professional schools, where they again drop anchor, maybe once, maybe many times. Each new leg of their journey is an extension of the course set while here in their home port, here at Lake State, here where they are a Laker for a Lifetime.
Future Strategic Direction for LSSU

The tremendous potential awaiting LSSU was articulated in an October 13, 2017 Opinion Editorial entitled Lake Superior State University: Prototype for Michigan’s Regional Public Universities by President Peter T. Mitchell.

Governor Rick Snyder challenged public university presidents and trustees at the third annual State Universities Summit “to envision and embrace transformational change; to lead not adapt; to collaborate not compete; and to be proactive not reactive.” The Governor encouraged public higher education to be a driver of economic development, innovation, and entrepreneurism.

His vision for higher education revitalizing Michigan’s economic and cultural future entails seizing opportunities inherent within four macro-trends:

1. Declining numbers of high school graduates that force public universities to expand student populations beyond the state and beyond the traditional 18-24 age demographic.
2. Advanced placement courses, early/middle college, and dual enrollment that enable high school students to enter college with a year or more of academic credit toward a degree.
3. An economy that demands more postsecondary credentials; not just degrees but certification programs.
4. Technologies that are expanding so rapidly workers must commit to lifelong learning in order to master new technologies and to cope with the magnitude of societal change.

Lake Superior State University accepts the Governor’s challenge. Our small size, entrepreneurial spirit, distinct location, and unique mission equip Lake State to be the prototype for Michigan’s public universities and an ideal beta test for implementing policies and practices which are responsive to the on the macro-trends identified by the Governor.

Lake State’s enrollment of 2,000, with a strategy to grow to 3,000, is one-third the size of the next smallest public university in Michigan. Nimble and entrepreneurial, Lakers are ready, willing and eager to take risks, try new programs, serve diverse populations, collaborate with multiple partners and be the institution to test new theories and strategies for improving higher education.

Our location in the Eastern Upper Peninsula with its pristine natural beauty, a stone’s throw from the bridge to Canada, the largest percentage of Native American students among Michigan’s public universities are distinct strengths. LSSU can and should be a driver of economic development and cultural vibrancy consistent with our mission and founding slogan, “Enter to Learn; Go forth to Serve.”

Lake State has already begun to address the four macro-trends highlighted by our Governor and has plans to expand and enhance these initiatives.

1. Our admissions strategy focuses on expanding out-of-state and Canadian recruitment in marquee programs like robotics, fisheries and wildlife management, parks and recreation, forensic chemistry and fire science.
2. Our recently approved Eastern Upper Peninsula Early College partnership with our local districts provides increased college access for Native American and first generation, rural students across our region. Through blended, online and in-class learning, high school students will have the opportunity to earn up to an associate’s degree, while also completing their high school diploma.
3. Inspired by Governor Snyder’s speech, our Engineering Department is designing a five-month certificate program in Industrial Robotics to attract international and out-of-state students to prepare them for Michigan’s World Class robotics industries.
4. LSSU faculty are generating courses in natural resources, environmental science, conservation management and aquaculture that address issues affecting our unique location at the intersection of three of the Great Lakes and expand the impact of our new Center for Freshwater Research and Education. The Simulation Center supporting our Nursing Program provides collaborative services to War Memorial Hospital, and also to nursing homes and memory care facilities with a special focus on dementia and Alzheimer’s patients.
Challenges and Opportunities awaiting the next Provost

In preparation for the search for the next Provost, “Listening Sessions” were held representing all major University constituencies. Because transparency is important to LSSU, we have chosen to enable candidates to learn about the challenges and opportunities awaiting the next Provost through the words of our students, faculty, and staff.

There was an impressive coherence and convergence of opinion, coupled with a healthy diversity of thought and priority. The key takeaway is that the Lake State Family has a realistic and inspiring understanding of and appreciation for where the University is, where it can go, and how to get there. We hope in this composite summary, candidates will sense the excitement and desire to work with and support the next provost that permeates the campus.

Challenges:

• Creating a culture of respect, collaboration, and trust: the Provost is the advocate for the faculty and the champion of academic excellence
• Increasing enrollment: improve recruitment and retention of students and strengthening and expanding programs of study
• Improving efficiency and effectiveness of academic functions such as academic advising, academic support services, faculty governance, curriculum development, faculty assessment, professional development and grant support
• Strengthening the connection between the university and the community, including Sault and Bay Mills Tribes and Sault, Ontario, to develop Sault Ste. Marie as a “college town”
• Implementing comprehensive program assessment as a key component of the Higher Learning Commission’s accreditation process
• Assisting the President and LSSU Foundation in securing funding for academic initiatives, programs of study, facilities, equipment and professional development

Opportunities:

• Channel the heartfelt commitment of faculty and staff to student success into programs, policies and strategies that enhance our academic reputation and increase enrollment
• Design and implement new programs of study (bachelors and associate degrees, minors and concentrations, and certificates) that capitalize on our status as both a community college and a public university
• Strengthen distinct academic programs (e.g. robotics, fisheries and wildlife management nursing and health professions, fire science) while also collaborating with enrollment management to market all programs of study more effectively
• Fulfill the vision of LSSU being the preferred partner for community and tribal colleges in Michigan and Canada
• Meaningful engagement with students who are ambitious about academic excellence in ways more reflective of a small private college than a large university
• Lead talented and dedicated faculty who are eager to be innovative in curriculum and pedagogy to implement a relevant and dynamic strategic direction and position LSSU as model for regional public universities
• LSSU’s remarkable resurgence of interest with applications for admission up 105% (2,419 versus 1,218 last year) creates an intriguing opportunity to shape the academic future of an emerging institution

Professional Qualifications and Leadership Style
The Listening Sessions also addressed professional qualifications, experiences, expectations and the special privilege of being LSSU’s provost at this time. Again, we hope that, in this composite summary, candidates will sense the excitement and desire that permeates the campus community to work with and support our new provost.

What are the most appropriate education and experiences for the new Provost?
• Terminal degree, demonstrates excellence in teaching and scholarship, understands, respects and appreciates the role of faculty in shared governance
• Proven track record at private or public moderate sized full service university in addressing challenges and opportunities like those facing LSSU. These would include working with faculty and staff unions, athletics and community leaders
• Leadership and management experience in implementing a shared vision and executing a strategic direction
• Evidence of ability to increase enrollment through effective marketing and innovative retention
• History of designing and implementing new programs of study as well as expanding and enhancing current programs of study in traditional as well as in online formats
• Significant and progressively more responsible leadership of academic departments and schools/colleges as a dean, vice president or provost
• Capable of developing and monitoring a comprehensive academic budget
• Ability to lead and inspire faculty and academic staff, as well as collaborate with fellow members of the senior management team and the Board of Trustees

What is the most effective leadership style for the new Provost?
• Transparent, honest, ethical, humble, affirming and compassionate
• Open-minded, good listener, collaborator, yet decisive and communicates decisions effectively
• Able to delegate and empower deans, chairs and staff, holding self and others accountable, serving as a mentor and role model for faculty, and incentivizing excellence in teaching, advising, and scholarship
• Complements leadership with sound management that will improve the academic functions noted in challenges by being a “roadblock remover”
• Commitment of sufficient time and energy (at least five years) to address the challenges and seize the opportunities, and in the process, increase enrollment and fully implement the strategic direction that will secure the promising future LSSU desires and deserves
The Special Privilege of being LSSU’s Provost

The challenge of achieving LSSU’s tremendous potential is very exciting. Building on the current positive momentum, and empowering talented and dedicated faculty and staff offers the new provost a source of satisfaction, even joy. Working with endearing students who exceed their initial expectations in college and in life is personally rewarding. Impacting both the sense of community on campus and the economic/cultural enhancement of the Soo will reinforce one’s desire for civic engagement and the desire to make a difference. Implementing a new academic strategic direction is a management and leadership challenge that will engage the creativity and passion of the new provost for five or more productive and rewarding years. Finally, LSSU is a hidden gem in need of polishing, a place faculty, staff, students, and alumni love as their “other home” and their “other family.” When asked to describe the most impressive qualities of LSSU, faculty, staff, students and alumni repeatedly used these words: “friendly, personal, caring, compassionate, welcoming, supportive, dedicated to student achievement, unassuming, down-to-earth, resilient, Yooper tough, determined, tenacious” – the very qualities of character that enables LSSU to do everything in our power to make Lake State great and to make making the opportunity to serve as provost a special privilege and honor.
**Candidacy Process and Timetable**

President Peter T. Mitchell will be overseeing the Provost Search. Please submit nominations and inquiries of interest via email to peter.mitchell@lssu.edu.

Applications should be sent electronically to provostsearch@lssu.edu and in an email to President Mitchell at peter.mitchell@lssu.edu. Please include a letter of interest addressing issues and ideas in this Prospectus, a current résumé/curriculum vitae and complete contact information for five professional references.

The review of applications will begin immediately with a deadline for consideration of February 16, 2018. All inquiries, applications and nominations will be considered highly confidential.

To ensure a start date for the Provost of to July 1, 2018, the following key dates have been established:
- Review of candidates by the search committee will take place in between February 16-28, 2018.
- Video interviews with 6-10 semifinalists will be conducted during the first two weeks of March 2018.
- Campus interviews with 3-4 finalists will be conducted during the last two weeks of March 2018 with a contract offer completed by March 30, 2018 to provide opportunities for transition meetings in April prior to Commencement in early May.

**NOTE:** The current Interim Provost is not a candidate for the Provost position.