Vice Provost for Outreach and Engagement

Leadership Profile

Spring 2023
Executive Summary

Texas Tech University (TTU) invites nominations, inquiries and applications for the role of vice provost for outreach and engagement. This leadership role will serve as a facilitator and connector of internal university partners to external partners interested and involved in outreach and engagement work. The position will report to the provost.

Texas Tech University is a Carnegie R1 (Very High Research Activity) university founded in 1923 and offers more than 150 undergraduate, 100 master’s and 50 doctoral degree programs from 13 colleges and schools. Texas Tech is one of only 16 Hispanic Serving Institutions included in the Carnegie R1 category. The university received its tenth consecutive Higher Education Excellence in Diversity (HEED) Award from INSIGHT into Diversity magazine. A part of the Texas Tech University System formed in 1996, it is one of the top public university systems in Texas and the nation, consisting of five component institutions – Texas Tech University, Texas Tech University Health Sciences Center, Angelo State University, Texas Tech University Health Sciences Center El Paso and Midwestern State University operating at more than a dozen academic sites and centers.

Texas Tech University is located on a beautiful 1,850-acre campus in Lubbock, Texas, a rapidly growing city with a population of nearly 300,000 people. Referred to as the “Hub City” because it serves as the educational, cultural, economic and health care hub of the South Plains region, Lubbock boasts a diverse population and a strong connection to community, history and land. The university enrolls over 40,000 students with 33,000 undergraduate and 7,000 graduate students. The university supports an NCAA Division I athletics program and is a member of the Big 12 Conference.

This leadership role will champion and foster scholarly work – both research and creative activities – to address the problems and concerns of community partners. To further the university’s role as a leader in outreach and engagement, the new vice provost will work closely with the Office of the Provost and university faculty and staff to innovate and implement the recommendations outlined in the strategic plan which includes transforming lives and communities through outreach and engaged scholarship as one of its three strategic priorities. The vice provost will be responsible for the Office of Outreach and Engagement, The Museum of Texas Tech and the Texas Tech University Press as well as other efforts designed to promote engaged scholarship.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 16.
Role of the Vice Provost of Outreach and Engagement

Texas Tech University seeks to fill the senior-level administrative position of vice provost for Outreach and Engagement. The vice provost for Outreach and Engagement is a leader/advocate who will serve as a facilitator and connector of university partners with one another and with external partners interested and involved in outreach and engagement work. This leadership role will champion/foster scholarly work, both research and creative activities – to address the problems and concerns of community partners. To further the university’s role as a leader in outreach and engagement, the new vice provost will work closely with the Office of the Provost and university faculty and staff to innovate and implement the recommendations outlined in the strategic plan.

Primary responsibility for fulfilling the university’s commitment to outreach and engagement lies with the individual colleges and their departments/schools. The vice provost encourages and supports those efforts within the university by:

- articulating a contemporary definition of outreach and engagement work that is inclusive of all fields and disciplines, communities and individuals
- establishing structures and entities throughout the university and within the office that facilitate partnerships and dialogue that promote mutually beneficial outreach and engagement with external partners
- facilitating and articulating an inclusive vision, plan and strategic goals for the outreach and engagement work by university faculty and staff with community partners
- marshaling and mobilizing resources for the support of outreach and engagement work by faculty and staff across the university including the use of new technologies and platforms as tools for engagement
- advocating for policy/procedure revisions and organizational changes that will promote outreach and engagement work
- Providing resources and recognition to promote excellence in engaged scholarship work.
- helping faculty and academic units seek external funding for outreach and engagement that, when possible, is linked to relevant research and creative activity funding
- publicizing the work of faculty and staff who exemplify Texas Tech University’s dedication to outreach and engagement
- providing leadership to develop evaluative tools or instruments for the effective assessment of annual accomplishments and promotion for both tenure track and non-tenure track faculty and to help units devise appropriate stands and criteria for evaluating these within their team
- innovating approaches that involve students in outreach and engagement to increase community impact and enhance the student experience
Texas Tech University is a Hispanic Serving Institution. The vice provost is a leader who models respectful and collaborative work with the community, seeking to ensure that groups and organizations can readily access TTU knowledge resources and that the campus is responsive to community-defined issues.

The vice provost reports to the provost as a member of the provost’s staff and has direct management of Office of Outreach and Engagement, The Museum of Texas Tech, TTU Center at Junction and the National Ranching Heritage Center, the Osher Lifelong Learning Institute (OLLI) and the Texas Tech University Press.

**Minimum Requirements:**

- Demonstrated experience that would qualify for tenure as an associate or full professor or as a non-tenured professor of practice at the rank of professor (discipline is open)
- Demonstrated facilitative and innovative leadership
- Distinguished record of research, program development and teaching
- Experience collaborating across disciplines and constituencies
- Demonstrated effectiveness in recruiting and retaining a representative workforce and creating an inclusive and supportive work environment
- Experience developing sustained relationships with communities
- Strong communication and problem-solving skills
- Agility and flexibility to both manage and lead change
- Demonstrated record of scholarship in outreach and engagement, to either include a focus on the scholarship of O&E itself or as a component of the person’s disciplinary research or teaching scholarship
- Demonstrated commitment to an inclusiveness outreach and engagement environment

**Preferred Qualifications:**

- Experience in strategic planning, coaching and mentoring and program building

**Required Application Materials:**

Interested candidates should submit a letter of application addressing the themes in this profile and a curriculum vitae.
Opportunities and Expectations for Leadership

The vice provost reports directly to Provost Ronald Hendrick as a member of the provost's staff and has direct oversight of the Office of Outreach and Engagement, the Texas Tech Museum, the Center at Junction, the National Ranching Heritage Center and Texas Tech University Press. The vice provost serves as a facilitator and connector of university partners with one another and with external partners interested and involved in outreach and engagement work; champions and fosters scholarly work – both research and creative activities – that address the problems and concerns of community partners; and works closely with the Office of the Provost and university faculty and staff to innovate and implement the recommendations outlined in the strategic plan.

In addition, the vice provost will be expected to:

- **Envision, define and articulate a definition of the function and mission of outreach and engagement**
  The vice provost will be the key strategist and narrator of outreach and engagement's identity and role as a key part of the mission of Texas Tech University. They will inventory and coalesce all current outreach and engagement work under one umbrella while also mapping a strategic path for its future initiatives and endeavors. They will provide a unifying and compelling narrative and dynamically share it internally and externally. They will align the strategic plan for outreach and engagement with the university's overall strategic plan.

- **Infuse engaged scholarship throughout the University**
  In addition to strengthening and supporting engaged scholarship, the next vice provost will also underscore and clarify the distinctness of engaged scholarship vis à vis community partnerships. They will also advise and partner with the provost to determine how engaged scholarship impacts the tenure and promotion process and be of service to junior faculty as they build their careers at Texas Tech.

- **Promote growth and impact**
  With a strong and forward-thinking understanding of the changing landscape in higher education and the specific role Texas Tech plays in contributing to the welfare of its community, the vice provost will strategically support current initiatives and build new partnerships and initiatives that grow the impact of outreach and engagement on the university and communities. They will strengthen current community relationships as well as build new ones each for the mutually beneficial exchange of knowledge and resources between the university and community partners. They will identify community needs by listening to community partners and facilitating connections between faculty, staff, students and the community.

- **Align internal goals with external receptivity and access**
  Understanding that how an institution views itself may differ greatly from how they are viewed externally, the vice provost will be vigilant in their assessment and alignment of those two views. They will ensure that the access Texas Tech offers is truly so, removing perceived and literal barriers in both practice and aspiration.
- **Provide administrative leadership that successfully supports a large, diverse portfolio of initiatives**
  The next vice provost will have the responsibility for understanding a vast and diverse portfolio of initiatives. They will provide administrative leadership that uniquely supports the success of each unit and its stakeholders. They will also bring to bear the financial acumen required to manage heterogeneous funding models while also providing leadership and advocacy that garner increased resources.

- **Build opportunities for student involvement**
  The vice provost will seek out opportunities to engage students more fully in the outreach and engagement enterprise. They will facilitate partnerships and programs that increase research, internship and workforce development. They will be a valued thought partner across campus units in the discussion of enrollment, retention and the role outreach and engagement can play in those spaces. They will help faculty and staff connect students with engaged scholarship and community partnerships.
Professional Qualifications and Personal Qualities

At the minimum, the next vice provost will hold an earned doctorate and a distinguished record of teaching and scholarship that would, upon review of the Tenure and Promotion Committee, be commensurate with achievement at the associate or full professor level or as a non-tenured professor of the practice at the rank of professor (discipline is open). In addition, the most successful candidate will have the following professional qualifications and personal characteristics:

- **Strong administrative management experience:** The vice provost must be a strong administrative leader whose skills include the management of a diverse portfolio of units. They will provide strong fiscal management of diverse units with unique revenue streams while providing agile and adaptive leadership capable of supporting an array of units that differ in size, leadership structures, focus areas and administrative processes. They will possess an agility and flexibility that enable them to manage and lead change. They will be an effective and facilitative leader of faculty, staff and students, recruiting, mentoring and retaining a diverse workforce while creating an inclusive and supportive work environment.

- **Academic excellence:** The vice provost will have a distinguished record of research, program development and teaching. Specifically, they will have scholarships in outreach and engagement, to either include a focus on the scholarship of O&E itself or as a component of the person’s disciplinary research or teaching scholarship. They will have experience in collaborating across disciplines, facilitating inter and cross-disciplinary research for others and mentoring faculty. They will have a strong understanding of engaged scholarship with the ability to communicate this to all stakeholders. They will have the academic experience that allows them to advise the provost on matters of tenure and promotion as it relates to engaged scholarship.

- **Exceptional interpersonal skills:** As an effective outward facing representative and internal collaborator, the vice provost will possess strong interpersonal skills. They will be a clear and transparent communicator who can build authentic and sustained relationships with the diverse communities that are both internal and external to Texas Tech. They will be a natural bridge builder who fosters collaboration between campus units, external communities and partners. They will be an effective storyteller and relationship builder, especially as it applies to philanthropy. Inherently, they will be drawn to the elimination of silos, deepening of community connections and formation of new partnerships.

- **Vision and creativity:** The next vice provost will be a forward thinking, entrepreneurial visionary. They will be able to synthesize the numerous initiatives, projects, partnerships and units into a single, unifying identity. They will also be able to chart a path for outreach and engagement, using their own experience and knowledge of the space, an understanding of the evolving state of the higher education landscape, the diverse needs of the region and state and an innovative mindset. They will have the skills to determine a strategic plan for the division while conjoining its goals with that of the university. They will also have the kind of vision that leads to proactive, creative problem solving and the identification of new opportunities while finding solutions for challenges.
Dynamic energy and inspirational perspective: The next vice provost will hit the ground running, using personal dynamism to inspire others to collaborate for collective success. They will see opportunities where others see problems and collaboration where others experience isolation. They will be an outspoken and effective advocate. They will leverage their energy to inspire others and bolster forward momentum.

Advance equity, inclusiveness and cultural richness: The vice provost will lead outreach and engagement efforts supporting Texas Tech’s mission, strategic plan and status as a Carnegie Tier 1 Research Institution and Hispanic Serving Institution. The vice provost will have a demonstrated commitment to advancing equity, inclusiveness and cultural richness in the outreach and engagement environment. They will be able to articulate the importance of that advancement to supporting the ability of TTU to transform lives and communities through education, research, creative activities, service and strategic outreach and engaged scholarship. The vice provost demonstrates a strong knowledge of the communities served by outreach and engagement and will demonstrate a commitment to advancing equity, inclusiveness and belonging within those communities.
About Texas Tech University

Overview

Established in 1923, the university is a Carnegie R1 (very high research activity) Doctoral/Research-Extensive, Hispanic Serving and state-assisted institution with an enrollment of more than 40,000 students. Texas Tech University and its sister institution, the Texas Tech University Health Sciences Center, are located on 1,850 acres in Lubbock, a city in West Texas with a growing metropolitan area population of over 300,000. As the primary research institution in the western two-thirds of the state, Texas Tech University is home to 10 colleges, the Schools of Law and Veterinary Medicine and the Graduate School. Texas Tech University is part of the Texas Tech University System formed in 1996. It is one of the top public university systems in Texas and the nation, consisting of five component institutions – Texas Tech University, Texas Tech University Health Sciences Center, Angelo State University, Texas Tech University Health Sciences Center El Paso and Midwestern State University operating at more than a dozen academic sites and centers.

Texas Tech University is accredited by the Southern Association of Colleges and Schools’ Commission on Colleges (SACSCOC) to award baccalaureate, master’s and doctoral degrees and certificates. SACSCOC reaffirmed the university’s accreditation for 10 years in 2015.

The university has also earned the Carnegie Community Engagement Classification, recognizing collaboration between institutions of higher education and their larger communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. Research expenditures set a record of more than $192 million in 2020, while awards from federal agencies set an all-time institutional record in the same year.

Mission

As a public research university, Texas Tech advances knowledge through innovative and creative teaching, research and scholarship. The university is dedicated to student success by preparing learners to be ethical leaders for a diverse and globally competitive workforce. It is committed to enhancing the cultural and economic development of the state, nation and world.

Academics

Colleges and Schools:

Davis College of Agricultural Sciences & Natural Resources

The college offers programs that prepare students to become leaders in the food, fiber, agriculture, renewable natural resources, or environmental disciplines.

Huckabee College of Architecture

Student-centered education for future architects and designers through the investigation of architectural issues arising from the students’ individual concerns, design processes and design potentials.

College of Arts & Sciences
Arts & Sciences is comprised of 15 departments, offering a wide variety of courses and programs in the humanities, social and behavioral sciences, mathematics, physical sciences and natural sciences.

**Rawls College of Business**

The college offers undergraduate, graduate and executive education centered on academic rigor, creative thinking, hands-on learning and service opportunities to prepare a diverse student body for careers as leaders, managers, executives and innovators in their chosen fields.

**College of Education**

Promotes excellence in educator and professional preparation to meet real-world challenges and offers a number of undergraduate and graduate programs designed to meet the unique needs of all students.

**Whitacre College of Engineering**

With the vision to become a globally elite college of engineering the college has seven departments which offer bachelor's, master's and doctoral degrees as well as graduate certificate programs.

**Honors College**

An intellectually and socially vibrant environment for the delivery of a liberal arts curriculum which provides key elements of a small college experience for students who have access to the benefits of attending a large, research-intensive university.

**College of Human Sciences**

Offers a variety of academic programs that provide a strong foundation for health careers and personal wellness. Majors provide a hands-on education focused on the health and wellness of people and communities.

**College of Media & Communication**

Offers undergraduate and graduate programs to educate students in the knowledge, skills and perspectives necessary for future careers in communication industries.

**Online**

Over 80 online award-winning bachelor's and master's programs are offered through flexible, affordable, attainable and prestigious educational solutions for online and distance students.

**J.T. & Margaret Talkington College of Visual & Performing Arts**

The college provides a supportive visual and performing arts education in a community of 1,100 undergraduate and graduate students and faculty.

**Graduate School**

Texas Tech offers some 60 doctoral degrees, over 100 master's degrees and more than 60 graduate certificate programs.

**School of Law**

Prepare individuals for the effective and ethical practice of law in a rapidly changing, diverse and interconnected world; to engage in meaningful scholarship; and to foster a culture of public service.

**School of Veterinary Medicine**
Support the veterinary educational and service needs of rural and regional communities and provide access to affordable world-class education.

**University Libraries**

Connects users with resources that advance intellectual inquiry and discovery.

**University Studies**

University studies is an interdisciplinary major that encourages integrative learning and fosters new areas of learning and discovery by facilitating student learning across department and college boundaries.

---

**Texas Tech Office of Outreach and Engagement**

**University Outreach and Engagement** (formerly “Academic Engagement”) was established in fall 2015 under the Office of the Provost to provide innovative, collaborative and strategic leadership and support for the university's strategic priority of engagement with communities across the region, state, nation and the world.

Engagement crosses all three missions – Research, Teaching and Service – and ties to the work of Faculty, Staff and Students. It involves members of the university and the community working together to address a community need or pressing societal issue, while leveraging academic expertise and resources with the knowledge and experiences of community partners in mutually beneficial and respectful ways.

**Mission of university outreach and engagement**

The Office of Outreach and Engagement strengthens Texas Tech’s ability to achieve excellence in Outreach and Engaged Scholarship by serving as a catalyst, collaborator and connector. We promote and support faculty, staff and student engagement with communities by creating connections between scholarly pursuits and community needs, fostering mutually beneficial partnerships between the university and the community and communicating best practices in outreach and engaged scholarship.

Learn more about the Texas Tech University Outreach and Engagement at the following links:

- Outreach and Engagement
- Outreach and Engagement Annual Reports
- Newsletters
Leadership

Ronald L. Hendrick, Provost

Ronald L. Hendrick is Provost and Senior Vice President at Texas Tech University. Prior to joining Texas Tech in July of 2021, Hendrick served as dean of the Michigan State University College of Agriculture (CANR) and Natural Resources and professor in the Department of Forestry. As dean, Hendrick oversaw all academic, research and outreach efforts of CANR, which includes 12 academic departments and schools, the Institute of Agricultural Technology, MSU AgBioResearch and MSU Extension.

His previous positions include serving as acting vice president for agricultural administration and dean for the College of Food, Agricultural and Environmental Sciences at Ohio State University. Before that, he was senior associate dean for the college, after having first arrived at OSU as director of the School of Environment and Natural Resources. Provost Hendrick started his career at the University of Georgia as a faculty member and eventually became the associate dean for academic affairs in the D.B. Warnell School of Forestry and Natural Resources.

His research has focused on forest ecosystem productivity and element cycling, especially below ground and various aspects of ecosystem restoration and reclamation. His teaching experience includes leading a number of study abroad programs in the South Pacific, including New Zealand, Australia, Fiji and Antarctica. Ron Hendrick earned his bachelor and doctoral degrees from MSU in forestry and forest ecology, respectively.
Student Life

Texas Tech students come from almost every county in Texas, all 50 states and more than 100 foreign countries. The campus serves as a rich cultural asset in the city of Lubbock, featuring Spanish Renaissance architecture, one of the nation’s greatest collections of public art and a vibrant calendar of musical and theatrical performances. Texas Tech University is consistently recognized as a top institution for military veterans and their families.

Approximately 70 percent of the university’s students receive financial aid including scholarships, grants, federal work-study and loans, with $300 million disbursed annually. Over 8,000 students live on campus.

Students perform at a high academic level as demonstrated by the presence of Phi Beta Kappa and Phi Kappa Phi chapters, as well as other disciplinary honor societies and graduate and undergraduate students also win prestigious, nationally competitive scholarships such as the William J. Fulbright and Barry M. Goldwater Scholarships.

The university embraces the essence of life-long learning with its vision is to be an inclusive environment where students and faculty collaboratively share ideas, while cultivating a culture of inclusive excellence by engaging in programs, activities and events that advance the university's priorities. Texas Tech is a very diverse and internationalized campus and it is critical that the successful candidate help the campus continue the trajectory and momentum for equitable, ethical and inclusive improvements.

Texas Tech University’s 17 intercollegiate athletics programs compete in the Big 12 Conference. The Red Raider and Lady Raider programs have enjoyed strong runs in the postseason in recent years, including a Men’s Outdoor Track and Field NCAA National Championship in 2019 and the school’s first NCAA Final Four appearance in Men’s Basketball that same year. The Baseball team has competed in four NCAA College World Series since 2014. The Women’s Basketball program won the institution’s first NCAA National Championship in 1993 and the Women’s Soccer team is consistently ranked among the top programs in the country.

Student Involvement

Ways to Get Involved

- Student Involvement offers programs and services that positively enrich each students Red Raider experience by focusing on student involvement opportunities, connecting students to the university and campus traditions, establishing positive relationships with fellow classmates, faculty and staff and developing collaborative partnerships.
- All students are encouraged to become involved outside of the classroom to enhance their connection and experiences as a Red Raider. These connections and experiences happen through membership in a student organization, a fraternity or sorority, or involvement in various campus activities.
Fraternity & Sorority Life

- Fraternity & Sorority Life

Sports Club

- Sports Club

Other Involvement Opportunities

- Spirit Program
- Student Government Association (SGA)
- Student Activities Board (SAB)
- Goin' Band From Raiderland
- Recreational Sports
- Student Media

ROTC

- Army
- Air Force

Other links:

- Center for Transformative Undergraduate Experiences
Lubbock, Texas

Referred to as the “Hub City” because it serves as the educational, cultural, economic and health care hub of the South Plains region, Lubbock boasts a diverse population and a strong connection to community, history and land. Lubbock has a deep history and tradition in the music and the arts, including the Buddy Holly Center, diverse restaurants, wineries and two major medical centers. With highly rated public schools and a low cost of living, Lubbock is a family-friendly community that is ranked as one of the best places to live in Texas. Lubbock is proud of its diversity and strives to create a more inclusive atmosphere to embrace its increasingly multicultural and international community.
Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Texas Tech University in this search. For fullest consideration, candidate materials should be received by **July 24, 2023.**

Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:

Jeff Compher and Sandra Chu

TexasTechVPOutreach@wittkieffer.com

All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, disability, genetic information or status as a protected veteran.