

THE UNIVERSITY OF TAMPA

Provost and Vice President for Academic Affairs

Leadership Profile

October 2024



WittKieffer

Executive Summary

The University of Tampa (UTampa) seeks an experienced, collaborative, forward-thinking and student-centered academic leader to serve as its next provost and vice president for academic affairs.

For 93 years, the University of Tampa has been committed to providing exceptional learning experiences in a global context. The University is ideally situated on a beautiful 110-acre, residential campus alongside the Hillsborough River, adjacent to Tampa's dynamic downtown business and medical districts, which comprise a growing, vibrant, diverse metropolitan area. UTampa reflects this vibrancy with a distinguished faculty of approximately 900; a talented student body of 11,450 undergraduate, graduate and professional students drawn from all 50 states and most of the world's countries; a committed full- and part-time staff of 540; and top tier rankings in *U.S. News & World Report*, *Forbes*, and *The Princeton Review*.

The University is a highly attractive destination for students seeking a distinctive, top-quality education with a strong liberal arts foundation that includes easy access to internships, community service and outstanding recreational opportunities. UTampa's four-college model – the College of Arts and Letters; Sykes College of Business; College of Natural and Health Sciences; and College of Social Sciences, Mathematics and Education – has helped the University retain its small-school ambience and scholarly connections through a high growth, rapidly evolving and ever stronger institutional trajectory.

The provost will join the University at a time of great excitement, momentum and change, providing outstanding leadership and advancing the academic enterprise. Reporting to new [President Teresa Abi-Nader Dahlberg](#), the provost serves as the University's chief academic officer and a strategic leader on all aspects of University governance and the academic enterprise. As a unifying and institution-wide leader, the provost will partner with the president and others to elevate the academic standing of the University; support the professional growth and success of both faculty and staff; advance UTampa as an inclusive learning community; and cultivate a culture of optimism, inclusivity and collaboration.

The next provost will be expected to support the recruitment, retention and development of top faculty and college administrators; build out the academic affairs unit's capabilities and impact; develop new and support existing programs; and build organizational capacity. Candidates should have a demonstrated record of effectively utilizing existing resources and generating new resources to achieve institutional priorities; embracing technology and innovations in higher education; and building strong teams, empowering them to lead initiatives and activities that advance the strategic goals of an institution. Candidates must have a distinguished record of academic leadership and accomplishment commensurate with appointment at the rank of full professor in one of the University's colleges, an understanding and appreciation of the mission of UTampa, and the ability to effectively communicate with a variety of constituents.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Role of the Provost and Vice President for Academic Affairs

The provost and vice president for academic affairs serves as the University of Tampa's chief academic officer and as the primary steward and champion of the University's academic mission. Reporting to and in close partnership with the president, the provost has the lead role in the visioning, development and execution of an academic strategy for UTampa that aligns with the University's strategic priorities and reflects and extends existing areas of institutional strength, relevant programs in high demand and economic and workforce development priorities. The provost acts to support the University's teaching, learning and research enterprise with the highest integrity and standards for academic excellence. The provost leads the academic mission and will champion the University's commitment to a foundational liberal arts based general education.

The provost oversees the following areas:

- [College of Arts and Letters](#)
- [College of Natural and Health Sciences](#)
- [College of Social Sciences, Mathematics and Education](#)
- [John H. Sykes College of Business](#)
- [Honors Program](#)
- [Macdonald-Kelce Library](#)
- [Associate Provost and Dean of Academic Services](#)
- [Academic Assessment](#)
- [International Programs Office](#)
- [Office of Graduate and Continuing Studies](#)
- [Sponsored Programs](#)
- [Undergraduate Research and Inquiry](#)
- [UTampa Online](#)

More information on the Office of the Provost can be found [here](#).

Primary responsibilities of the provost include:

Leadership: Providing effective academic leadership and strong administrative oversight of people, programs, accreditations and policies within Academic Affairs.

Academic Excellence: Ultimate responsibility for all matters related to academic programs, curricula and research, including the [Spartan Studies general education program](#) and [First-Year Studies](#), sponsored programs, the library, online education, international programs, and new program development.

Leadership Development: Development and empowerment of deans and other direct reports to carry-out their responsibilities, including support of teaching, scholarship and faculty development.

Strategic Planning and Implementation: In partnership with the president, developing and executing strategic academic plans and initiatives that are aligned with the University's strategic priorities; using data to inform decision making.

Financial Management: Oversight and stewardship of the Academic Affairs budget and responsibility for connecting budget investments to strategic initiatives.

Collaboration: Working in close partnership with members of the President's Cabinet, particularly the vice presidents for strategic enrollment, student affairs, finance, human resources, and diversity, equity and inclusion.



Opportunities and Expectations for Leadership

The provost and vice president for academic affairs serves as an integral and vital part of the University's leadership team, working alongside the president to lead the direction of the University as a whole. The new provost will be asked to partner with the president to strengthen a distinctive academic identity for the University that builds on its strengths and anticipates its future.

Specifically, the provost will be asked to address the following inter-related imperatives:

- **Elevate academic standing**

The new president has been charged by the Board of Trustees with elevating the University's academic standing and the provost will be the president's key partner in this effort. This goal includes increased academic quality, attunement to and action upon ways that new and existing programs can anticipate and respond to the evolving job market, an enhanced research profile and consideration of opportunities for growth, especially in graduate programs.

The provost will exhibit a deep and broad intellectual curiosity and the desire to engage with, understand, support and bolster excellence across the entire range of disciplines at the University. The new provost will bring together deans and faculty from across the University to leverage UTampa's strengths, forging new and innovative initiatives, research and educational opportunities; actively shaping the University's strategic investments in academic programs, student success and partnerships; and exhibiting a strong commitment to and ability to cultivate multi- and interdisciplinary programs and engagement.

- **Catalyze and inspire academic leadership across the University**

With a new president, the University of Tampa will soon see a new strategic vision, and it will be critical to have an academic community that is deeply engaged, informed, empowered and committed as the University moves forward. The new provost will work in close partnership with the president, deans and other senior leaders to strengthen this community by cultivating a shared vision and sense of purpose around the emerging strategic vision, providing communication and transparency around key directions and decisions, fostering shared accountability for academic excellence and cultivating the creativity, innovation, energy and common purpose required to optimize UTampa's potential.

- **Enable, facilitate and champion faculty success**

The provost works to enhance the recruitment and retention of a talented, diverse and highly productive faculty. The provost is also expected to support the growth, professional development and diversification of UTampa's faculty, strengthening its academic excellence and capacity for research and providing development opportunities at all stages of their careers. The provost will be a leader in the University's efforts to foster an inclusive campus environment that embraces diversity in all its forms.

The provost will serve as a compelling advocate for academic priorities and works – together with the deans and other academic leaders across the University – to align teaching loads, research expectations and faculty responsibilities to best support faculty, advance the success of the University and engender the most rewarding academic experience for UTampa students. Because the University has experienced rapid growth – nearly doubling its enrollment over the last decade – it will be important for the new provost to assess existing academic structures and determine whether and where change may be needed.

- **Build new and support existing programs**

With a strong understanding of current and emerging trends in higher education and the evolving needs of industry and the labor market, the provost will assess and further support current academic programs and make research-based, data-informed decisions on the development and launch of new programs. Special attention will be given to graduate programs, online graduate programs and summer courses, integrating artificial intelligence (AI) across the curriculum and programs that grow UTampa's participation in downtown Tampa's medical district. The provost will look both at curricula that will meet short-term enrollment and workforce goals and those that merit long-term investment and alignment with President Dahlberg's goal of investing in people, partnerships and programs. One change that has already been announced is the transition of the Honors Program to an Honors College. The new provost will necessarily play a key role in establishing the conditions in which the new Honors College will thrive.

The provost will facilitate communication across the institution, supporting the work of faculty and staff in contributing to the identification of possible new programs and high-impact practices. The provost will examine regional and national needs and support efforts to develop new partnerships and maintain current ones with external organizations. They will cast an innovative lens on the existing curriculum and build entrepreneurial options and pathways, exploring and determining the best ways to meet emerging needs and institutional goals. In addition, they will examine and support relevant increases in the use of technology in the academic enterprise.

- **Build out the academic affairs capabilities and impact of University-wide academic affairs**

The new provost will partner with the president to examine the academic structure of the University and how the Provost's Office is organized and deployed. The provost will prioritize the organization and processes that will maximize impact, effectiveness, support for academic strength, development of a strong and diverse faculty leadership and faculty engagement in the life and governance of the University. In particular, the provost will consider creating a unit led by an associate provost for faculty affairs, to concentrate on faculty development and a unit led by an associate provost for research and dean of graduate studies to bolster the University's research productivity.

The provost must build institutional capacity by expanding and refining the academic affairs infrastructure. By improving processes and integrating systems, the provost can help break down any administrative barriers that may now be emerging as challenges to a vital and vibrant academic life, including interdisciplinary collaboration. The new provost will also examine student success and retention initiatives – including the first-year experience and internship possibilities – to support the University's strategic goals.

- **Serve as a key institution wide leader**

The provost serves as a key institution-wide leader who develops partnerships across the University and with the greater Tampa community. The new provost will play a central role in advancing institutional priorities with a focus on student success, a strong work experience for faculty and staff, and the creation of a cohesive and collaborative campus culture. This individual must work across academic units, ensuring that all areas of UTampa are aligned with the University's strategic goals. The provost will drive initiatives that focus on student outcomes, such as increasing retention and graduation rates, expanding internship opportunities for all students, and elevating academic programs, particularly interdisciplinary offerings. In addition to student success, the provost must also prioritize the professional development and well-being of the staff which includes fostering a supportive work environment that values staff contributions and encourages collaboration across departments. The provost must effectively manage expectations while nurturing a campus culture that values innovation, inclusivity and shared purpose.

The new provost will embrace and enhance a strong commitment to shared governance structures and principles, fostering an inclusive and responsive campus climate. It is expected that the provost will be a collaborative, communicative and transparent leader who engages with faculty, staff and students appropriately and visibly, soliciting feedback and perspective in decision-making for the good of the institution. The provost will build key relationships among internal and external stakeholders and encourage an exchange of ideas and the involvement of diverse groups in decision-making in support of a vibrant and still-growing institution.



Professional Qualifications and Personal Qualities

The University of Tampa seeks in its next provost the following professional qualifications and personal characteristics:

- **Leadership and vision:** Ability to serve as a strong, self-assured leader and scholar with the intellectual stature to inspire the faculty, staff and students with a sense of pride, purpose and quality; the ability to imagine new possibilities for the University; a deep understanding of the academic enterprise; the capacity to develop strategic academic directions for the future; and an optimistic and forward-thinking vision of the possibilities and potential impact of a dynamic University.
- **Commitment to mission:** Commitment to a student-centered environment and experience working to promote student success; strong commitment to undergraduate and graduate education; and a firm belief in the power of learning enhanced through application.
- **Strategic planning expertise:** The capability to lead development and implementation of academic strategic plans and initiatives.
- **Leadership for faculty and staff:** The ability to work effectively with faculty and staff, and a successful track record of recruiting, developing, supporting and retaining an outstanding, diverse faculty and staff; and a deep commitment to the values of shared governance and a record of engaging faculty, staff and others in strategic decisions.
- **Management skills:** Demonstrated success in leading and managing academic programs at a complex institution composed of undergraduate, graduate and professional programs; a record of making data-informed decisions; a collegial, collaborative management style and the ability to be a decisive leader; and the ability to shape a robust academic affairs office and to build and manage an exceptional team.
- **Financial acumen:** Strong grounding in academic financial management, and significant budget management experience.
- **Interpersonal skills:** Superlative communication skills; the ability to work effectively in a complex environment; strong collaboration, partnering and relationship-building skills; and the ability to cultivate a high-trust culture throughout the UTampa community.
- **Record of advancing diversity and inclusion:** A strong demonstrated commitment to diversity and inclusion among faculty, staff and students.
- **Global perspective (preferred):** Experience and expertise in international education, programs and partnerships.
- **Fundraising skills and interest (preferred):** The ability and willingness to play an important role in the University's development efforts; and the stature and skill to extend and establish critical connections with alumni and community, government, corporate and foundation leaders.
- **Entrepreneurial spirit:** Experience with academic transformation and effective change management; a willingness to take considered risks and seize opportunities; and capacity to lead growth in research and graduate programs.
- **Personal qualities:** Intellectual curiosity and great integrity; empathy, creativity and high standards for professional achievement; boundless energy, grace under pressure and a sense of humor; and the character and maturity to serve as a University citizen.

- **Academic credentials:** An earned doctorate or equivalent terminal degree and a record of scholarly achievement that merits appointment as a tenured full professor in one of the faculties of the University; and a record as an educator committed to outstanding teaching and to the search for new knowledge.



About The University of Tampa

Overview

From the gleaming minarets of Plant Hall — Tampa's signature National Historic Landmark— to the \$1.06 billion in new facilities and technology, The University of Tampa's globally connected campus is at the heart of a vibrant urban oasis. A distinguished faculty and approximately 11,450 students from all 50 states and most of the world's countries are joined in a University ranked among the best by *U.S. News & World Report*, *Forbes*, and *The Princeton Review*.

UTampa is a comprehensive, independent University that delivers challenging and high-quality educational experiences to a diverse group of learners. Four colleges offer more than 200 programs of study through a core curriculum rooted in a liberal arts tradition. Beginning with an innovative first-year student experience, UTampa students explore global issues, examine career possibilities and refine communication and critical-thinking skills. Graduate programs in each college, as well as a continuing studies program for adult learners, exemplify the University's commitment to the professions and to the community.

The University's 110-acre residential campus in downtown Tampa provides a historical and cultural setting for learning both on and off campus. Valuing the community's global heritage, UTampa attracts students, faculty, and staff from around the country and around the world.

Visit UTampa's beautiful, urban campus through a [virtual tour](#).





History

Founded by community leaders in 1931, the University of Tampa sought to provide local students with access to higher education. Leading the new institution was Frederic H. Spaulding, the former principal of Tampa's Hillsborough High School and the man who had been the motivating force behind establishing the first local University for Tampa's high school graduates.

In 1933, the University's campus moved from Hillsborough High School to what is now known as Plant Hall. Plant Hall, the main academic and administrative building for the University, already had an extraordinary history. Formerly the Tampa Bay Hotel, the building represented and still remains a symbol of the city and its history.

Built between 1888 and 1891 by railroad and shipping magnate Henry B. Plant, the Tampa Bay Hotel was designed to surpass all other grand winter resorts. At a cost of \$86 million (in today's dollars), the 511-room giant rose to a flamboyant height of five stories, surrounded by ornate Victorian gingerbread trim and topped by Moorish minarets, domes, and cupolas.

Today, the University of Tampa is seeing its original mission realized as it has been transformed into a comprehensive, metropolitan University. What was once a campus of one iconic building now brims with 72 modern and renovated buildings and 12 residence halls on 110 acres in the heart of Tampa.

Mission

The University is committed to the development of each student to become a productive and responsible citizen. To this end, UTampa ensures that students balance “learning by thinking” with “learning by doing.” Students are taught by highly qualified, experienced faculty members who are committed to teaching, academic advising, and continued intellectual growth. Classes are conducted in personalized settings in which learning is enhanced through application. Students participate in learning partnerships with faculty and the community through independent studies, internships, research, and other practical experiences that complement classroom learning. The University’s academic services and co-curricular activities support individual discovery and development and provide leadership opportunities. Involvement and participation inside and outside the classroom are valued. Through complete engagement with the educational environment, UTampa students are prepared for careers, graduate and professional education, and lifelong learning.

UTampa's full mission statement can be seen [here](#).

Core Curriculum

[Spartan Studies](#) is UTampa's general education program that is completed by all undergraduate students at the University except for students in the Honors Program or those earning their Bachelor of Liberal Studies. The mission of Spartan Studies is to prepare students to be successful, contributing members of the global community by providing a strong, liberal arts curriculum. The 14-course curriculum is spread over four years, culminating in a multimodal, senior-year project that ties together the general education experience and acquired expertise in a major area of study.

Academics

UTampa offers over 200 programs, 21 master's degrees, including three MBA programs (nine concentrations), 11 certificates, two doctorates, and [4+1 programs](#) in the MBA, M.Ed., M.S. in Criminology and Criminal Justice and M.S. in Instructional Design and Technology.

The University is currently comprised of four colleges:

- [College of Arts and Letters](#)
- [College of Natural and Health Sciences](#)
- [College of Social Science, Mathematics and Education](#)
- [Sykes College of Business](#)

In addition to the four colleges, UTampa has four major interdisciplinary areas that draw students, faculty, and resources from across the Colleges and curriculum:

- [Graduate and Continuing Studies](#) coordinates all-University programs for adult and part-time learners.
- [Spartan Studies](#) supports the general education program that is the liberal arts core required of all undergraduate students not participating in the Honors Program.
- [International Programs](#) oversees study abroad programs, international majors and certificates and international student services.
- [Honors Program](#) offers an innovative curriculum, a close-knit community and undergraduate research experiences for high-achieving UTampa students (*note that the Honors Program is slated to become an Honors College*).

The University of Tampa has approximately 900 faculty (tenure line and adjunct), a 1:17 faculty-to-student ratio and an average class size of 21.

Diversity Commitment

UTampa commits itself to the values of diversity, equity and inclusion as being fundamental to educational excellence. UTampa embraces diversity in its many forms, including but not limited to sex, race, color, national origin, disability, gender identity or expression, sexual orientation, age, military or veteran status, marital status, genetic information, ethnicity, religion, spiritual belief, geographic origin, socio-economic status, language, political beliefs and first-generation status. UTampa seeks to enhance the diversity of its students, faculty and staff, believing that doing so will contribute to a more impactful learning environment for everyone in the UTampa community.

UTampa strives to overcome barriers to achievement by establishing conditions that encourage all students, staff, and faculty members to be successful socially, educationally, and professionally. UTampa commits to being an inclusive learning community characterized by the purposeful development and utilization of curricula and organizational resources that enable respect for the dignity and contributions of all members.

For more on diversity, equity, and inclusion at UTampa, see [here](#).

Facts and Figures, 2023-2024

- 11,450 students enrolled for Fall 2024
- 26 years of record enrollment since 1995
- Approximately 50% of students from Florida
- Students from 50 states and most of the world's countries
- About 1,200 international students
- A residential campus with 12 residence halls
- About 2,600 degrees conferred annually

Cost and Financial Aid

- Average cost for full-time undergraduate students for the 2024-25 academic year: \$47,496
- 90% of students receive financial aid
- \$124 million in institutional aid
- About \$279.5 million in total aid (includes grants, loans and campus employment)

Financial Facts

- Projected annual revenue: \$429.5 million and \$1.08 billion in current assets
- The University has operated in the black since 1995, and employees have enjoyed annual pay increases without interruption by the Great Recession or the COVID-19 pandemic
- 540 full- and part-time staff
- 1,700 students employed on campus
- Fundraising: \$22.7 million (2023-2024)
- Endowment: \$77.1 million (audited 5/31/24 value)
- \$950 million in construction completed since 1998

Additional facts on The University of Tampa may be viewed [here](#).



Leadership

Teresa Abi-Nader Dahlberg, Ph.D., President



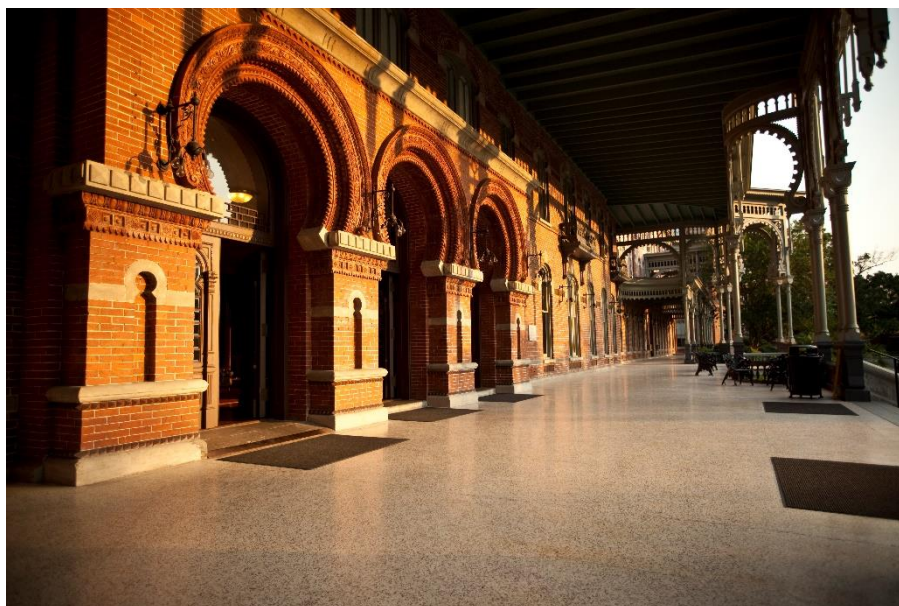
Teresa Abi-Nader Dahlberg is the 11th president of the University of Tampa. Dr. Dahlberg came to UTampa from Texas Christian University (TCU), where she served as provost and vice chancellor for academic affairs. In addition to being TCU's chief academic officer, Dr. Dahlberg was also a professor of both computer science and engineering. She has 30 years of experience in higher education as a faculty member and an administrator and is known especially as an advocate for student success, innovative academic programs, and inclusivity initiatives. At TCU, she oversaw the start-up of the Burnett School of Medicine, increased faculty diversity, and served as chief fundraiser for college donors.

Prior to joining TCU in 2019, Dr. Dahlberg served as dean of the College of Engineering and Computer Science at Syracuse University (NY), where she launched strategic and advancement plans that focused on students' experience, research, and diversity and inclusion. She also created and led the college fundraising campaign which meaningfully contributed to Syracuse's \$1.5 billion Forever Orange capital campaign.

Before her position at Syracuse, Dr. Dahlberg served as chief academic officer and dean of the Albert Nerken School of Engineering at Cooper Union for the Advancement of Science and Art (NY), and associate dean of the College of Computing and Informatics at the University of North Carolina Charlotte. At Charlotte, Dahlberg co-founded and directed the STARS Computing Corps, a National Science Foundation Alliance that engaged over 50 colleges and universities in service-learning, and led the Diversity in Information Technology Institute, an action research center that strengthened the STEM pipeline from K-12 to the professoriate.

In her academic career, Dr. Dahlberg has been the principal investigator for over \$20 million in external funding for projects in areas of computer education, broadening participation in computing and wireless networking research.

Dr. Dahlberg began her professional career with the IBM Corporation in North Carolina. She has a bachelor's degree from the University of Pittsburgh and earned both a master's degree and a Ph.D. from North Carolina State University, where she is a member of the Alumni Hall of Fame.





Tampa, Florida

The connection between UTampa and the Tampa community is especially strong. With 2.7 million people, the Tampa Bay area is West Central Florida's center of government, commerce, communications, business, health care, scientific research, sports, culture and entertainment. It is also home to beautiful beaches and pleasant year-round temperatures.

Tampa has experienced rapid urban growth in recent years, with major new developments downtown, including the Water Street neighborhood, the Heights District, Armature Works, and the Tampa Riverwalk, a 2.6-mile waterfront walkway linking downtown neighborhoods. Historic Ybor City, connected to downtown by a street trolley, is well-known for its vibrant nightlife, dining and entertainment.

The David A. Straz, Jr. Center for Performing Arts, Tampa Museum of Art, the Glazer Children's Museum and the Amalie Arena are just five minutes from campus. Busch Gardens, ZooTampa and the Florida Aquarium are also popular Tampa attractions. Students are only a 30-minute drive from the beaches and cultural attractions of St. Petersburg including the Salvador Dali Museum, the Museum of Fine Arts, the St. Petersburg Museum of Fine Arts, the James Museum of Western and Wildlife Art, the Chihuly Collection, the Florida Holocaust Museum and others.

With plenty of sunshine, Tampa residents enjoy sports activities year-round. Bayshore Boulevard offers a 4.5-mile continuous waterfront sidewalk for walking, running, and cycling. Fans root for Tampa Bay Buccaneers football, Lightning hockey, Rowdies soccer and Rays baseball teams. The area has long been home to many major league baseball teams' spring training facilities, with Tampa serving as host for the New York Yankees.

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 the University of Tampa with this search. For fullest consideration, candidate materials should be received by **December 2, 2024**.

Applications, nominations, and inquiries can be directed to:

Robin Mamlet, Ashlee Winters Musser and Sarah Seavey

UTampaProvost@wittkieffer.com

The University of Tampa embraces diversity in its many forms, including but not limited to sex, race, color, national origin, disability, gender identity or expression, sexual orientation, age, military or veteran status, marital status, genetic information, ethnicity, religion, spiritual belief, geographic origin, socio-economic status, language, political beliefs and first-generation status. UTampa seeks to enhance the diversity of its students, faculty and staff in the belief that doing so contributes to a more impactful learning environment for everyone in the UTampa community.