



AUGUSTA UNIVERSITY

Associate Provost and Dean of Augusta University Online

Leadership Profile
2021



WittKieffer

Executive Summary

Augusta University seeks a strategic, innovative and entrepreneurial leader to serve as its inaugural Associate Provost and Dean of Augusta University Online.

The Associate Provost and Dean of Augusta University Online will guide and drive Augusta University's evolving online education and learning strategy, leveraging existing institutional strengths and identifying new opportunities to position Augusta University Online for long-term success. Serving as the institution's chief online officer, this senior academic administrator will work in close collaboration with the provost and deans, stewarding relationships, cultivating partnerships and providing institutional leadership.

In 2021, upon the recommendation of Provost Neil MacKinnon, President Brooks Keel announced plans to establish Augusta University Online. This new university-wide strategic initiative will provide centralized infrastructure and support for marketing, admissions, IT, and student success, enabling high-tech, high-touch experiences for Augusta University's online learners. The university's existing online program portfolio of more than 20 certificates and degrees will transition to Augusta University Online while new online programs are developed. The University System of Georgia is supportive of the initiative and the opportunities it creates, including potential partnerships with Fort Gordon and the U.S. Army to enhance life-long learning among officers.

One of only four public research universities in Georgia and the only one with a nationally recognized academic health center, Augusta University is dedicated to training the next generation of innovators, leaders and health care providers. Its 10 colleges offer 160 degrees across four campuses and off-site instructional locations throughout Georgia. More than 1,700 faculty provide exceptional instruction, mentorship and education experiences to approximately 9,274 students both inside and beyond the classroom. Committed to serving those who serve, Augusta University provides veterans, active-duty military and their families with education opportunities for life.

Under the leadership of President Keel, Augusta University has founded a new [School of Computer and Cyber Sciences](#) and established the [Augusta University Cyber Institute](#), added on-campus undergraduate and graduate [residence halls](#), and grown [undergraduate enrollment](#) by more than 22%. Augusta has launched a new strategic planning process focused on innovation, engagement, and diversity, equity, and inclusion. Guided by the emerging plan, the university seeks to further expand enrollment to 16,000 students by 2030.

The university's nearly \$100 million research enterprise reflects a longstanding commitment to improving and enriching the human experience, particularly in the biomedical sciences. The City of Augusta provides the backdrop to several government and corporate partnerships critical to the nation's cyber security and technology enterprise, including [U.S. Army Cyber Command](#) and the Army's [Cyber Center of Excellence](#), the [National Security Agency](#), and the [Savannah River National Laboratory](#), which provide tremendous opportunities for Augusta faculty, researchers, students and graduates.

Augusta University seeks candidates with experience leading or managing an online education enterprise and expertise in online education and digitally enhanced pedagogy. The successful candidate will be a strategic, collaborative leader with the ability to develop and operationalize an institution-wide plan and vision.

For more information, see "Procedures for Candidacy" on page 12.

Opportunities and Expectations for Leadership

The Associate Provost and Dean of Augusta University Online will report directly to Provost Neil MacKinnon, be an integral member of the university's senior academic leadership team, and serve as Augusta University's chief online officer. Specifically, the inaugural Associate Provost and Dean of Augusta University Online will be expected to:

Guide Augusta University's evolving online education and learning strategy

- Assemble the leadership and infrastructure to stand up Augusta University Online, centralizing online program management in preparation for strategic enrollment growth
- Work with the deans, colleges and university leaders to develop new budget and staffing models and an enrollment management strategy for Augusta University Online
- Assess opportunities and limitations of strategic partnerships that support the near-term development and growth of Augusta University Online's capabilities and processes
- In collaboration with the colleges, transition existing online programs to Augusta University Online.

Leverage new opportunities and existing strengths to position Augusta University Online for long-term success

- Assess Augusta University's strengths, capabilities and potential as compared with market demand for online offerings and credentials
- In collaboration with college stakeholders, expand existing offerings and develop new online programs, with an initial focus on opportunities in Allied Health, Education and Medicine, followed by those in Business, Computer & Cyber Sciences, Arts and Sciences, and Science & Math
- Transition additional extant programs to the Augusta University Online platform
- Oversee growth of Augusta University Online's infrastructure, processes and culture to advance the university's online learning strategy.

Steward relationships, cultivate partnerships, and provide institutional leadership

- As a senior academic administrator, provide close partnership to the provost and college deans in advancing Augusta University's academic mission
- Serve as a liaison to the deans, academic and student affairs officers, program directors and other institutional leaders regarding Augusta University's online strategy and operations
- Develop and maintain relationships with industry, community and other external partners to understand market and workforce needs and to ensure the effectiveness and success of Augusta University Online
- Identify opportunities and develop programs with corporate, government and/or other strategic partners.

Professional Qualities and Personal Characteristics

The Associate Provost and Dean of Augusta University Online will be a strategic, collaborative leader with the ability to develop and operationalize an institution-wide plan and vision. Augusta University seeks individuals with the highest integrity, a record of building consensus and community, and experience leading or managing a complex online education enterprise. The ideal candidate will have a master's or doctoral degree and significant relevant operational experience. In addition, the preferred candidate will possess the following qualities and qualifications:

Expertise in online education and digitally enhanced pedagogy

- A vision for the future of online education, including ways in which to incorporate and leverage Augusta University's mission, values and culture to differentiate its online offerings and student experience
- Familiarity with the competitive landscape of online education, including regional and national markets and programs offered by other institutions and providers
- Fluency in the full spectrum of online and hybrid offerings, including free-standing degree programs, certificates, stackable credentials and badges
- Thorough understanding of the online program management marketplace and the role of OPMs.

Sophisticated administrative, financial and operational acumen

- Capacity to build and scale a customer-focused organization
- Ability to lead a cross-functional matrix team structure effectively
- Ability to analyze and redesign processes, structures and incentives
- Experience developing and translating market research into successful programs or initiatives
- Understanding of and facility with budget management, enrollment planning and other forecasting.

Proven collaborative leadership

- Inclusive decision-making, transparent communications, and ability to build trusting, collegial working relationships with stakeholders with diverse needs and interests
- Orientation towards and demonstrable record of collaboration
- Commitment to advancing diversity, equity, inclusion, and access in education
- Ability to catalyze cross-school and university-wide engagement and build broad support for a shared vision
- Outstanding interpersonal and communication skills and emotional intelligence.



About Augusta University

Augusta University is a public research university and medical center dedicated to training the next generation of innovators, leaders and health care providers. Augusta is one of only four public research universities in the state of Georgia and the only one with a nationally recognized academic health center.

The university offers 160 degrees across 10 colleges and schools and has campuses and off-site instructional programs throughout Georgia. Augusta faculty are insightful and expert instructors dedicated to inspiring students in and outside the classroom. More than 1,700 full- and part-time faculty teach, mentor and support the success of approximately 9,274 students, including 5,500 undergraduates. Committed to serving those who serve, Augusta University provides veterans, active-duty military and their families with education opportunities for life.

Graduate, pre-professional and undergraduate students alike have opportunities to engage in independent and faculty-led research at Augusta. The university's nearly \$100 million research enterprise reflects a longstanding commitment to enriching the human experience, particularly in the biomedical sciences. The university and City of Augusta provide the backdrop for several government and corporate partnerships critical to the nation's cyber security and technology enterprise, including [U.S. Army Cyber Command](#) and the Army's [Cyber Center of Excellence](#), the [National Security Agency](#) and the [Savannah River National Laboratory](#), which provide tremendous opportunities for Augusta faculty, researchers, students and graduates.

History

Augusta University was founded on December 10, 1828, as the Medical Academy of Georgia and renamed the Medical College of Georgia (MCG) five years later. As the city of Augusta grew and expanded to meet the needs of the community, other institutions were born, each creating its own legacy.

In 1996, Augusta College became Augusta State University; in 2011, MCG became Georgia Health Sciences University to reflect its broad mission across the health sciences. Both schools continued to expand to meet the education needs of a changing society. In 2013, building on the legacies of its parent institutions, Georgia Health Sciences University and Augusta State University became one. In December 2015, that institution became Augusta University.

Mission and Vision

Augusta University provides leadership and excellence in teaching, discovery, clinical care and service as a student-centered comprehensive research university and academic health center with a wide range of programs from learning assistance through postdoctoral studies. Its vision is to be a top-tier university that is a destination of choice for education, health care, discovery, creativity and innovation.

Values

- **Collegiality** reflected in collaboration, partnership, sense of community and teamwork.
- **Compassion** reflected in caring, empathy and social responsibility.
- **Excellence** reflected in distinction, effectiveness, efficiency, enthusiasm, passion and quality.
- **Inclusivity** reflected in diversity, equality, fairness, impartiality and respect.
- **Integrity** reflected in accountability, ethical behavior, honesty and reliability.
- **Leadership** reflected in courage, honor, professionalism, transparency and vision.

Strategic Plan

As 2021 draws to a close, so does the university's [Beyond Boundaries](#) strategic plan, which has served Augusta well during a period of remarkable expansion and unprecedented change. The university has begun to develop the next iteration of its strategic plan, which will guide Augusta in securing its standing as a leading institution in the nation and destination of choice for education, health care, discovery, creativity and innovation. Early engagement with stakeholders across the university have identified five strategic priorities: **discovery, learning, student success, community, and stewardship**. Interwoven among them are three themes: **innovation, engagement, and diversity, equity, and inclusion**. Learn more and track the plan's progress [here](#).



University Leadership



President Brooks A. Keel

Brooks Keel took office as President of Augusta University in July 2015. He previously served as president of Georgia Southern University. Before that, he held senior appointments at Louisiana State University, where he served as vice chancellor for research and economic development, the University of Kansas–Wichita and Florida State University.

As a basic science and clinical researcher, Keel served as principal investigator or co-principal investigator on externally funded grants and contracts totaling more than \$26 million. He is the author of 65 peer-reviewed scientific publications, 78 peer-reviewed abstracts and 19 book chapters and has edited four books in the areas of reproductive medicine and biology.

An internationally recognized expert in reproductive medicine, Keel is a member of the Society for the Study of Reproduction, the American Society for Reproductive Medicine, and the Society for Gynecologic Investigation. He has served on numerous boards, including the American Board of Bioanalysis, American Association of Bioanalysts Board of Registry, Oak Ridge Associated Universities, Southeastern Universities Research Association and the Executive Committee of the Council on Research Policy and Graduate Education of APLU.

Keel earned a bachelor's degree in biology and chemistry from Augusta College in 1978 and a doctorate in reproductive endocrinology from the Medical College of Georgia in 1982. A graduate of both of Augusta University's legacy institutions, Keel worked for 20 years as a professor and researcher before moving into administration.



Provost Neil J. MacKinnon

Neil MacKinnon took office as Provost and Executive Vice President for Academic Affairs in January 2021. As Augusta's chief academic officer, he has oversight of academic affairs, research, student affairs and enrollment management across the university. He is responsible for advancing strategic initiatives, including the institution's goals to increase student enrollment and enhance research opportunities.

Prior to joining Augusta University, MacKinnon served as dean of the University of Cincinnati's James L. Winkle College of Pharmacy. Under his leadership, the college experienced unprecedented student enrollment and set records for faculty, staff and student diversity. He completed the largest faculty hiring initiative in the college's history and oversaw a \$34 million renovation of its facilities.

MacKinnon earned a Ph.D. in Pharmacy Health Care Administration and completed a fellowship at the University of Florida, Gainesville; has a M.S. in Hospital Pharmacy from the University of Wisconsin–Madison; and received a Bachelor of Science degree from Dalhousie University in Halifax, Nova Scotia, Canada.

Academics

Augusta University comprises 10 colleges and schools:

- The [College of Allied Health Sciences](#) trains and educates today's health care professionals — the therapists, technicians, administrators, managers, and assistants who are the backbone of the nation's health care workforce.
- The [School of Computer and Cyber Sciences](#) provides innovative education and research in computer science, information technology and cybersecurity. Augusta's newest school has quickly become a leader in community outreach and engagement, making strong contributions to the military, state and private and public sectors.
- The [Pamplin College of Arts, Humanities and Social Sciences](#) is the heart of the university's liberal arts mission. It fosters critical thinking about complex questions of the human experience, cultivates creative expression and community engagement, and prepares students for diverse careers in our global society.
- The [James M. Hull College of Business](#) advances the future of business and its workforce through high-quality business education, distinctive academic programs and experiential learning opportunities.
- The only dental school in the state, the [Dental College of Georgia](#) educates the next generation of oral health care providers by offering hands-on education through innovative research, patient care and service.
- Through its degree and professional development programs, the [College of Education](#) cultivates innovative educational leaders, advances health practices through kinesiology research, and explores critical questions in public education, sharing exciting ideas and best practices across the world.
- [The Graduate School](#) prepares successful and innovative leaders, scholars, researchers, educators and clinicians to advance their fields and make a positive impact on their communities and the world. Small class sizes enable a dedicated faculty to cultivate and model supportive and collegial relationships with students.
- The [College of Nursing](#) — the largest in the state — provides leadership through excellent, innovative nursing education, research, practice and service to promote the health, healing and well-being of individuals, families and diverse communities across Georgia and the nation.
- The [College of Science and Mathematics](#) provides students with strong foundations in the sciences and prepares them for careers, citizenship and lifelong learning. Faculty promote scientific inquiry and discovery and are dedicated to creating opportunities for students' intellectual growth and community involvement.
- The [Medical College of Georgia](#) is the state's only public medical school and the eighth-largest in the nation. Anchored in Augusta with regional clinical campuses throughout Georgia, the college has more than 2,500 voluntary clinical faculty throughout the state committed to health care, education, discovery and service.

Online Programs

Augusta University's diverse portfolio of undergraduate and graduate programs foster discovery, excellence, interdisciplinary study, innovation, communication and collaboration. Designed to prepare the next generation of leaders, these programs include the following online programs:

- B.S. in Clinical Lab Sciences
- B.S. in Dental Hygiene
- B.S. in Health Information Administration
- B.S. in Nuclear Medicine
- B.S. in Respiratory Therapy
- Ed.S. in Advanced Studies
- Ed.S. in Educational Leadership
- Georgia WebMBA
- M.A.T. in Elementary, Middle Grades and Secondary Education
- M.Ed. in Instruction
- M.Ed. in Educational Leadership
- M.H.S. in Clinical Lab Sciences
- Master's – Physician Assistant
- M.S. in Kinesiology
- Doctor of Nursing Practice

Augusta also offers a post-baccalaureate certificate in sports coaching; education endorsement certificates in gifted education, ESOL, reading, computer science, STEM, and PBIS; and Tier I and II educational leadership certification.

Research

Interdisciplinary and translational research and scholarship distinguish Augusta University's ever-expanding campus, where groundbreaking discoveries span computer science, information technology, cybersecurity and other fields. Signature basic, clinical and translational research place Augusta at the forefront of biomedical science, and the National Security Agency and Department of Homeland Security have designated the university a Center of Academic Excellence in Cyber Defense — a distinction held by fewer than 250 universities nationwide.





Campuses

The **Forest Hills Campus** houses the College of Education's Department of Kinesiology and the university's Department of Athletics. Also located on the campus are the Christenberry Fieldhouse; baseball, softball and soccer fields; and a full-size golf course that is home to the nationally recognized NCAA Division I Jaguars.

Located in downtown Augusta, the **Health Sciences Campus** is at the forefront of health care innovation. The campus is home to the College of Allied Health Sciences, College of Nursing, College of Science and Mathematics, Dental College of Georgia, Graduate School, and Medical College of Georgia. It is the state's only public academic medical center.

Nestled along the Savannah River, the **Riverfront Campus** is located in Augusta's growing cybersecurity corridor. The campus is home to the [Georgia Cyber Center](#), including the university's School of Computer and Cyber Sciences, which is opening doors for the future of cybersecurity research, workforce development and entrepreneurship, and is quickly establishing Augusta, Georgia, as a hub for cyber industry talent.

Built in and around a former United States arsenal, the historic **Summerville Campus** is home to the university's liberal arts curriculum. In the shade of ancient trees, professors from the Katherine Reese Pamplin College of Arts, Humanities and Social Sciences; the nationally ranked James M. Hull College of Business; the College of Education; and the College of Science and Mathematics' Department of Military Sciences provides students a pathway to be commissioned as an officer in the U.S. Army without interrupting their college courses.

Health System

Augusta University Health is a world-class, not-for-profit health care network, offering the most comprehensive primary, specialty and subspecialty care in the region. As an academic health center, Augusta University Health differs from community hospitals with its three primary missions of patient care, education and research. While providing a full range of clinical services, the system maintains an infrastructure to foster education and research. The system's health care professionals benefit from cutting-edge knowledge and training, cultivating the next generation of caregivers and pioneering innovative research that improves medical diagnosis, treatments and technology.

Augusta University's extensive and integrated academic health center includes Augusta University Health System, Augusta University Medical Center, Augusta University Medical Associates, and the Children's Hospital of Georgia. Augusta University Health provides skilled, compassionate care to its patients, conducts leading-edge clinical research, and fosters the medical education and training of tomorrow's health care practitioners.





Augusta, Georgia

Situated on the southern banks of the Savannah River, Georgia's second-oldest, second-largest city is a vibrant, progressive community that straddles the line between big-city bustle and small-town charm. A halfway point between the Appalachian Mountains to the north and the Atlantic Ocean to the south, Augusta is affectionately known as the South's Garden City.

In addition to being a haven of technology and the arts, the city is home to some of the nation's most beautiful lakes and trails, offering year-round outdoor adventures. At night, a community of artists, musicians, foodies and go-getters comes to life, offering live music, theater and culinary delights ranging from hole-in-the-wall eateries to fine-dining restaurants.

Augusta is home to professional baseball, roller derby and rugby teams and the annual Masters tournament. Each year during the first week of April, the city becomes the golf capital of the world, drawing local legends and long-time favorites to what many consider the most beautiful golf course in the world.

Learn more about Augusta, Georgia, [here](#).

Procedure for Candidacy

Applicants should provide a CV and a letter of interest that addresses the themes in this leadership profile, highlights their impact as teachers and scholars, and outlines their relevant administrative experience. Candidates will be considered until an appointment is made.

WittKieffer is assisting Augusta University with this search. Application materials can be submitted using WittKieffer's [candidate portal](#). Confidential nominations and inquiries can be directed to:

Philip Tang and Mercedes Vance
AugustaOnline@wittkieffer.com

Augusta University is an equal opportunity employer and, in compliance with federal and state laws and university policy, is committed to providing equal educational and employment opportunities for all persons without regard to age, color, national origin, race, religion, disability, veteran status, sex, sexual orientation, or gender identity. Individuals from traditionally underrepresented populations are encouraged to apply.

