



# MIAMI UNIVERSITY

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## **Associate Vice President for Institutional Research and Effectiveness**

Miami University, an original Public Ivy and Top 50 National Public University, seeks an innovative and talented leader to serve as the University's Associate Vice President for Institutional Research and Effectiveness (AVP). This position is an outstanding opportunity for an experienced and dynamic leader to influence and shape institutional policies and practices. Miami University is engaged in a transformative and data-informed strategic effort to raise the University's impact and profile by further strengthening undergraduate student success, expanding graduate programs, increasing research productivity, and enhancing its relationship with the local community. As head of the Office of Institutional Research and Effectiveness (OIRE), the AVP will collaborate with a dynamic leadership team that is fully engaged in dialogue and planning about Miami's role in the future of higher education, Ohio, and the nation, at a time when Miami's commitment to student success, academic excellence, research and economic and community engagement has never been stronger.

The new AVP will be joining Miami at a time of enormous opportunity and potential impact. Under the leadership of President Greg Crawford and Provost Jason Osborne, Miami University is engaged in a transformative and data-informed strategic effort to raise the University's national profile by further strengthening student success, expanding graduate programs, increasing research productivity, and enhancing its relationship with the local community. This effort is guided by the university's strategic plan, [MiamiRISE](#), and a recently established \$50 million research and development initiative, called Boldly Creative. This successful individual will lead in gathering information to ensure high levels of student success and to rethink and transform the way data is conceived, interpreted, communicated, and delivered.

### **MIAMI UNIVERSITY**

Miami University is one of the oldest public universities in the country, chartered in 1809 and welcoming its first students in 1824. Deemed as an inaugural Public Ivy institution, Miami University maintains that esteemed distinction today. Deeply committed to student success, Miami builds strong student and alumni loyalty and empowers its students, faculty, and staff to become engaged citizens who use their knowledge and skills with integrity and compassion to improve the future of our global society. Miami effectively

combines a wide range of strong academic programs with faculty who love to teach and the personal attention ordinarily found at much smaller institutions.

Miami values teaching and intense engagement of faculty with students through its teacher-scholar model by inviting students into the excitement of research and discovery. Miami's faculty are nationally prominent scholars and artists who contribute to the University, their own disciplines, and society by creating new knowledge and art. Miami supports students in a highly involved residential experience on the Oxford, Ohio campus and provides additional access to students through its regional campuses. Miami furnishes a strong foundation in the traditional liberal arts for all students, and it offers nationally recognized undergraduate majors in arts and sciences, business, education, engineering, and fine arts, as well as select graduate programs of excellence.

Miami's two [regional campuses](#) are in Hamilton and Middletown, located 13 and 22 miles, respectively, from Oxford. Similarly, the Miami University Voice of America Learning Center is conveniently located in West Chester, midway between Cincinnati and Dayton. Miami University also has an overseas presence strategically located for student study and travel abroad with the Dolibois Center housed in a thirteenth-century chateau in Luxembourg.

Miami University enjoys a strong relationship with the [Miami Tribe of Oklahoma](#) and is the home of the [Myaamia Center](#). Sharing a common name and place, the connection between the University and the Miami Tribe of Oklahoma spans more than four decades and has evolved into a multi-layered collaboration built on trust, respect, and a shared commitment to education. Neepwaantiinki, the Myaamia word meaning "we learn from each other," is a rich interpretation of "partners in learning," a phrase that the University and the Miami Tribe have used for years to describe their reciprocal relationship.

## **A CLASSIC COLLEGE TOWN**

The quintessentially beautiful grounds and the gracious Georgian-style buildings of the 2,000-acre campus inspired poet Robert Frost to declare Miami University as "the most beautiful college that ever there was." Having been cited by Forbes as the "#1 Best College Town in America," [Oxford](#), Ohio is a charming community known for providing a vibrant college town experience. With more than 22,000 residents, Oxford offers something for everyone, including numerous retail and restaurant establishments a short walk from campus, vibrant community festivals and historic attractions, art galleries, farmers markets, and countless outdoor activities and hiking trails for nature enthusiasts. The historic [Uptown](#) neighborhood is home to several locally owned businesses and is a thriving year-round hotspot.

Situated only 45 minutes from Cincinnati and an hour from Dayton, Miami's location offers faculty and students easy access to the comprehensive cultural and industry resources found in greater metropolitan areas. Additionally, the University provides access to

excellent arts, cultural, and athletic events, as well as state-of-the-art facilities throughout its Oxford campus.

## ACADEMICS

Miami University provides a stimulating, close-knit, and challenging environment that encourages students to pursue an array of interests, develop talents, and push themselves beyond their conscious and unconscious bounds within and outside the classroom. Miami's total enrollment at its Oxford campus is almost 19,000, with its regional campuses bringing overall total enrollment to 24,000 students. The University combines a wide range of strong academic programs with the personal attention ordinarily found only at much smaller institutions, appealing to students who want the benefits of a rigorous academic program in a student-centered environment. It is this unique Miami experience that continues to attract exceptional students.

Miami's distinctive collection of programs reflects its foundational belief that the liberal arts and sciences and professional/pre-professional programs are mutually reinforcing. The University is proud to offer the following colleges and schools:

- [College of Arts and Science](#)
- [College of Creative Arts](#)
- [College of Education, Health, and Society](#)
- [College of Engineering and Computing](#)
- [College of Liberal Arts and Applied Science](#)
- [Farmer School of Business](#)
- [Graduate School](#)

In addition, in Fall of 2021, Miami will launch the [Honors College](#), an exceptional and intensive research-focused program guided by Miami's most accomplished faculty.

Miami University's curriculum and commitment to the highest quality instruction and learning have earned it distinctive recognition:

- The 2020 edition of America's Best Colleges by *U.S. News & World Report* named Miami in the top 50 for national public universities, in the top 5 among the nation's universities for its commitment to undergraduate teaching, in the top 10 for undergraduate engineering programs for national public universities, in the top 50 for undergraduate business program for national public universities, and number 1 for operating efficiency for national public universities.
- The 2020 *Princeton Review* named Miami as among the nation's best institutions for undergraduate education and in the top 5 for public undergraduate entrepreneurship programs.
- The 2020 *Fiske Guide to Colleges* recognizes Miami as being among the best in the nation for its core commitment to a liberal arts education.

- *Kiplinger's Personal Finance* magazine named Miami as one of the 100 “Best Values in Public Colleges” for 2019, with Miami appearing yearly on the list since its first publication in 1998.
- Miami was recently ranked within the nation’s top 50 for its Return on Investment.
- Miami received the 2019 Senator Paul Simon Award for Campus Internationalization given by NAFSA: Association of International Educators. It recognizes outstanding innovation and accomplishment in campus internationalization.

## THE MIAMI EXPERIENCE

The "[Miami Experience](#)" has a rich tradition of academic excellence and intense engagement both inside and outside the classroom. Miami's comprehensive student focus includes academics, research, career planning, residence life, and an emphasis on physical and mental health. Through its two-year residence hall lodging requirement and a strong partnership between academic affairs and student life, Miami prides itself on developing student intellect and character. First-year students join living-learning communities that include: Community Justice and Well-Being; Environmental Awareness Program; Global Connections; and Love, Honor, Pride - An LGBTQ+ and Gender Inclusive Community. A prominent Greek system and over 500 student clubs and organizations enable students to meaningfully apply concepts they are learning in class while partnering with diverse peoples and communities. Over 2,000 undergraduates conduct meaningful research and publish in peer-reviewed journals while collaborating with faculty and outside partners.

Through [Global Initiatives](#), Miami students have the opportunity to study abroad and away, with programs offered in other parts of the United States and in 90 countries around the world. With over half of students participating in the [Education Abroad/Away](#) program before they graduate, the undergraduate study abroad program consistently ranks among the top five for participation among the nation’s public doctoral institutions.

Home to nine women's and seven men's athletic teams and over 50 club sports, Miami University [Athletics](#) has a proud tradition of excellence. The [RedHawks](#) dedicated student-athletes compete in NCAA Division I, the National Collegiate Hockey Conference, and the U.S. Figure Skating Association sports. While the strong athletic program helps Miami distinguish itself amongst other universities, the academic excellence of its athletes is noteworthy. The University’s athletes excel in the classroom, consistently earning GPAs well above 3.0, and enjoying a graduation success rate of 80 percent.

At Miami, students stay engaged well past graduation. Miami has more than 200,000 [alumni](#) with a fierce loyalty to their alma mater expressed in service and philanthropy. Miami’s Division of University Advancement is very active and accomplished, having raised nearly \$100 million in 2019. Miami’s Advancement is also the recipient of 19 honors in the 2019 Pride of CASE V District Awards—including three platinum and six gold awards. The award-winning [#MoveInMiami](#) initiative in 2019 recorded 8 million social media impressions and raised over \$2,000,000.

Along with external partners in business, industry, and government, Miami's alumni form a network for students that provides internship experience and potential career tracks across the United States and the world. Miami has received two historic donations in the past three years – \$40 million from the Farmer family for the Farmer School of Business and \$30.1 million from David Dafoe for arts and science scholarships.

### **BOLDLY CREATIVE: STRATEGIC ACADEMIC ENRICHMENT INITIATIVE**

Miami's academic reputation is known, valued, promoted, and lived by senior administrators, faculty, staff, and undergraduate and graduate students alike. Through its leadership and conviction to advancing the academic enterprise at Miami, the [Boldly Creative Strategic Academic Enrichment Initiative](#) was created. Miami University is investing \$50 million in a new generation of academic excellence, enhancing its nationally recognized undergraduate teaching, learning, and research with a sharpened focus on innovation and creativity.

Miami faculty generate the ideas for investment, all aimed at sustaining Miami's premier undergraduate experience and creating new partnerships with industry and government. The multiyear initiative emphasizes data, analytics and programs that span traditional disciplines, creating engaged citizens and workplace leaders who will help expand the Ohio economy.

### **STRATEGIC PLAN – MIAMI RISE**

Miami University's core values to act boldly, succeed fearlessly, and shatter expectations have endured through generations. To assure a healthy and prosperous future anchored to those core values, Miami created [MiamiRISE](#), a comprehensive, mission-driven, and sustainability-centered strategic plan, offering the opportunity for Miami to:

- Promote self-understanding, mutual engagement, and renewal of Miami's fundamental commitments to its students, the community, the state, and the larger society;
- Identify its present strengths and shortcomings with humility and honesty; and
- Declare its aspirations for the future with dedication and confidence.

### **DIVERSITY, EQUITY & INCLUSION**

At Miami University, [diversity and inclusion](#) are central to Miami's core values and mission. Miami is committed to and fully embraces the philosophy and belief that a diverse and engaged academic community is among an institution's greatest strengths. Every individual benefits from diversity when there is an environment where people from a wide variety of backgrounds learn from one another, share ideas, and work collaboratively to ask and solve questions. Miami aspires to empower each student, staff, and faculty member to become engaged citizens who use their acquired knowledge and skills with integrity and

compassion to improve the future of the community and the world.

Miami strives to promote a diverse culture of inclusion, integrity, and collaboration that deepens understanding and embraces intercultural and global experiences. In addition, the [Office of Institutional Diversity and Inclusion](#) outlines [strategic diversity goals](#) that offer a framework and structure around four core diversity principles: curriculum/training, recruitment, retention, and culture. These core principles are addressed through key initiatives that are tailored to faculty, staff, and students. Miami's [Data, Reports and Demographics](#) and [Diversity and Inclusion Report: 2019-2020](#) provide detailed reviews of Miami's progress towards its institutional diversity and inclusion goals.

## **LEADERSHIP**

### **Gregory Crawford, President**

For more than 25 years, Dr. Gregory Crawford has been a fearless, passionate, and innovative leader in higher education. He is the 22<sup>nd</sup> president of Miami University, a role he assumed in July of 2016. Since President Crawford arrived, he has articulated a clear vision for the University focused on providing a diverse and inclusive education embedded in collaboration and interdisciplinary studies across all of Miami's campuses. His dedication to providing an unparalleled learning experience is illuminated by his various accomplishments.

Before his presidency at Miami, Dr. Crawford was vice president and associate provost at the University of Notre Dame where he worked to expand career services, internships, and employment opportunities for Notre Dame undergraduates. He was also instrumental in recruiting students, enhancing fundraising, and establishing the institution's presence in California. Dr. Crawford joined Notre Dame's faculty in 2008, serving as the William K. Warren Foundation Dean of the College of Science. As dean, he oversaw the founding of the department of applied and computational mathematics and statistics, the recruitment of more than 60 faculty, and the planning and fundraising for significant new ventures, such as the Warren Family Research Center for Drug Discovery and Development.

President Crawford earned bachelor's (mathematics and physics), master's (physics), and doctorate (chemical physics) degrees from Kent State University. He completed two postdoctoral fellowships and was a researcher at the Xerox Palo Alto Research Center before joining the physics and engineering faculty at Brown University in 1996 and where he later served as the dean of engineering. His work includes more than 400 research and education publications, review articles and book chapters, and 21 U.S. patents and patent applications.

President Crawford is a strong advocate of inclusive excellence, openness, and shared governance.

President Crawford and his wife, Dr. Renate Crawford, also a physicist, enjoy promoting

health and fitness across the Miami campus and hosting exercise events. With bicycling as his most preferred campus exercise and his unique way of connecting with students, the [Wall Street Journal](#) featured him in 2018. Together with his wife, President Crawford most notably bicycled across the country to raise awareness and funds for research on Niemann-Pick Type C Disease, a rare and deadly neurodegenerative disease. He has completed five “Road to Discovery” rides, expanding fundraising to include other illnesses being studied. His efforts have raised close to \$2 million for research and clinical trials.

Under the leadership of President Crawford, Miami University has embarked on a process of reinvention, drawing on historic strengths: an unsurpassed residential campus experience; a focus on undergraduate teaching; a teacher-scholar model; a commitment to liberal arts; and a collaborative, inclusive, innovative transdisciplinary mindset equipped to address the future. In July 2016, President Crawford launched a billion-dollar philanthropic campaign still in the silent phase, with nearly \$300 million raised in the first 2.5 years. President Crawford also launched the \$50 million investment fund, *Boldly Creative*, to shift significant investments into Miami's academics in the coming three years.

### **Jason Osborne, Provost and Executive Vice President for Academic Affairs**

Dr. Jason Osborne began serving as Miami's Provost and Executive Vice President for Academic Affairs on August 1st, 2019. He most recently served as Dean of the Graduate School and Associate Provost for Graduate Studies at Clemson University. Prior to that, he served as Chair of the Department of Counseling and Human Development at the University of Louisville. He has also served as a faculty member at the University of Oklahoma, North Carolina State University, and Old Dominion University.

Osborne received his doctorate in Educational Psychology from the University of Buffalo and is a prolific and widely cited scholar in applied statistics and education. His seven books and 80 peer-reviewed articles have been cited collectively well over 20,000 times. He is also an Accredited Professional Statistician™, credentialed by the American Statistical Association.

### **THE OPPORTUNITY**

The AVP will provide outstanding leadership for managing and communicating accurate institutional data for a wide range of uses: budgeting and financial planning; enrollment projections; scorecards for productivity analyses; research funding; student retention and success; federal reporting (e.g., IPEDS, USNWR, CUPA, Title IX, AAUP); state reporting (ODHE, HEI, NC-SARA); regional and specialty accreditation reporting; academic program review; assessment of program outcomes; salary analyses; survey administration (internal and external); and other projects. Through leadership and service on key university and statewide committees, this person will shape the use of data as a key influencer of University planning and decision support. The AVP will manage an operation that must both meet new institutional challenges for analytics and continuing responsibilities related to accountability and evaluation, in addition to institutional reporting to regulatory bodies.

Working on behalf of the Provost and Executive Vice President, the AVP will be responsible for:

- Reviewing priorities for institutional research and effectiveness and crafting a plan that supports the overarching goals and strategic direction of Miami University;
- Leading and managing the Office of Institutional Research and Effectiveness (OIRE) and developing the analytical expertise of the staff;
- Overseeing the effective implementation of Miami's data collection and reporting responsibilities;
- Identifying and developing state-of-the-art practices for data collection and analysis;
- Coordinating with the Information Technology Services division to advance and implement effective and state-of-the-art IT infrastructure to support the University's data functions and serve the needs of internal stakeholders;
- Identifying new analytical approaches to evaluate and inform the strengths and challenges facing Miami and its diverse academic units, which include both highly selective academic programs and open-access, applied programs on two regional campuses;
- Serving as a resource for the vice presidents and deans to enable them to do more to support data-driven decision making;
- Communicating effectively with a broad and diverse set of stakeholders;
- Providing decision support and strategic directions for rankings discussions; and
- Working with other senior leaders to develop methods for tracking the progress of Miami Rise and effective investment of Boldly Creative resources.

## **REQUIRED QUALIFICATIONS**

- Master's degree in an appropriate/related discipline with a minimum of five years combined progressive/increasing experience in institutional research and assessment or related field;
- Demonstrated leadership and management skills; a capacity to work and communicate productively with multiple stakeholders; and ability to collaboratively address complex data and analysis needs;
- Ability to collect and analyze data, and to build effective partnerships and collaborate across the institution to help forge the consensus needed to advance the University's mission;
- Demonstrated sophisticated understanding of effective, appropriate and rigorous institutional research and assessment practices in the current higher education context;
- The ability to translate data analysis into usable information for decision-making and policy analysis as well as use data visualization tools to support this work;



- Proven skills in working with a variety of internal and external stakeholders, demonstrating integrity, credibility, sound judgment, and tact, all while working under time constraints and with multiple priorities;
- Be skilled in best practices using technology for data collection, data analysis, data visualization and other methods of communicating results;
- Maintain a strong commitment to customer service and ability to prioritize; and
- Be flexible, intellectually curious, and able to manage details and big ideas concurrently.

In addition to the above required qualifications, below are a list of preferred qualifications:

- A doctoral degree in a relevant field;
- Experience working in a research university;
- Experience managing and developing a team and its members;
- Knowledge of Higher Learning Commission accreditation standards and practices and understanding of national and state reporting standards and needs;
- Experience working with predictive analytics and business intelligence platforms; and
- Demonstrated effective engagement with institutional technology staff to support the data infrastructure.

## PROCESS OF EXPRESSING INTEREST

The Miami University Associate Vice President for Institutional Research and Effectiveness search committee will begin reviewing materials of interested persons immediately. Requested materials include a letter of interest, a curriculum vitae, and five professional references. References will not be contacted until after the first screening of materials and then only after the individual has given explicit permission.

For best consideration, please send all nominations and materials by November 3<sup>rd</sup>, 2021 to: [MiamiAVP-IRE@storbecksearch.com](mailto:MiamiAVP-IRE@storbecksearch.com).



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*A full application can be found on the Miami University website [here](#).*

*While every effort will be made to preserve confidentiality until finalists are selected, the search is subject to the Ohio Public Records Act.*

*[Miami University](#) is committed to creating an inclusive and effective teaching, learning, research, and working environment for all.*

*For more information on Miami University's diversity initiatives, please visit the [Office of Institutional Diversity & Inclusion](#) webpage. For more information on Miami University's mission and core values, please visit the [Mission and Core Values](#) webpage.*

*Miami University, an Equal Opportunity/Affirmative Action employer, encourages applications from minorities, women, protected veterans and individuals with disabilities. Miami University prohibits harassment, discrimination and retaliation on the basis of age (40 years or older), color, disability, gender identity or expression, genetic information, military status, national origin (ancestry), pregnancy, race, religion, sex/gender, status as a parent or foster parent, sexual orientation, or protected veteran status in its application and admission processes, educational programs and activities, facilities, programs or employment practices. Requests for reasonable accommodations for disabilities related to employment should be directed to [ADAFacultyStaff@MiamiOH.edu](mailto:ADAFacultyStaff@MiamiOH.edu) or 513-529-3560.*

*As part of the University's commitment to maintaining a healthy and safe living, learning, and working environment, we encourage you to read Miami University's Annual Security & Fire Safety Report at: <http://www.MiamiOH.edu/campus-safety/annualreport/index.html>, which contains information about campus safety, crime statistics, and our drug and alcohol abuse and prevention program designed to prevent the unlawful possession, use, and distribution of drugs and alcohol on campus and at university events and activities. This report also contains information on programs and policies designed to prevent and address sexual violence, domestic violence, dating violence, and stalking. Each year, email notification of this website is made to all faculty, staff, and enrolled students. Written notification is also provided to prospective students and employees. Hard copies of the Annual Security & Fire Safety Report may be obtained from the Miami University Police Department at (513) 529-2223. A criminal background check is required. All campuses are smoke- and tobacco-free.*