Steve, here's my rationale for writing in this way:

Let us try to write an honest and straightforward description of the job that the new Provost will be expected to do, to try to serve two purposes simultaneously:

- To tell any prospective Provost what he or she is walking into;

- To develop a model of a relationship between the Provost and faculty that the faculty will be willing to accept and support, as a device for opening up part of the necessary dialogue among the faculty and deans that I think we must have well under way if we expect any Provost to be successful.

Position Description

ACADEMIC VICE PRESIDENT AND PROVOST

The Provost of The Evergreen State College functions as a "universal joint" between a structured, hierarchical administration and a loosely organized, autonomous, egalitarian faculty. She/he works collaboratively with the President of the College, along with Vice Presidents for Administration and for Student Affairs. The Provost coordinates with the comparable academic officers of other State colleges and universities, and also represents the College to the State Legislature.

Administrative responsibilities.- In the role of Academic Vice President, the Provost is formally responsible for assuring the quality of the College's academic programs. The Provost works with the Vice President for Student Affairs to ensure a high level of student outcome and to maintain a high quality of student life. She/he also works with the President in responding to external regulatory agencies to promote public understanding of, and support for, the College.

The Provost is assisted by, and responsible for, an Administrative Secretary, Administrative Assistant, and Budget Director. She/he works closely with, and is responsible for, the following administrators:

Director of the Washington State Institute for Public Policy
Director of the Labor Center
Director of the Washington Center for Improvement of the Quality of Undergraduate Education
Director of the Institutional Planning and Research
Dean of the Library

Academic responsibilities.- In coordination with the Academic Deans, the Provost ensures that academic standards are maintained, monitors faculty evaluation and development, oversees assessment of academic programs and [something about accreditation], and oversees management of the academic budget. Beyond these formal responsibilities, the relationship between the Provost and the faculty is fluid and evolving. Historically, the curriculum and other academic matters have been developed collaboratively and consultatively by the faculty as a whole, divided into temporary

program teams and into more enduring Specialty Areas. This work has been facilitated by the Academic Deans, with the support and approval of the Provost. It is generally believed that the College's success in educational innovation so far is deeply rooted in the faculty maintaining this degree of freedom and responsibility for the curriculum. There is now a strong sense among the faculty that additional leadership and support on the part of the Provost is needed to maintain and augment this record of success. The new Provost will be called upon to satisfy the following expectations:

- In general, assume the traditional role as advocate for, and leader of, the faculty; this will include--but is not limited to--

- Supporting the faculty's responsibility for the curriculum;
- Maintaining an open, equitable system of faculty evaluation and reappointment, tied to an improved faculty development program;

- Exercise collaborative leadership, fostering dialogue among all members of the campus community to improve the academic mission of the College;

- Encourage the faculty's development of new curricular models and programs, and help them implement the new ideas that are constantly emerging;

- Lead the faculty's effort instill multicultural values in the curriculum;

- Keep education at the College fresh and progressive by supporting educational research and experimentation, and by encouraging the faculty to keep in close touch with parallel developments at other institutions of higher education;

- Support continuing assessment of College programs, and implement regular use of the resulting information to maintain a high degree of student satisfaction and a strong demand for enrollment at Evergreen, particularly from Washington State students;

- Work with the College's external constituencies, especially the executive and legislative branches of government, representing the College and helping to shape the educational agenda;

- Manage the logistics of the academic enterprise on campus (budget, staffing, etc.), and to be the final resort in faulty personnel matters.