



AUGUSTA  
UNIVERSITY

# PRESIDENTIAL

LEADERSHIP PROFILE



# THE OPPORTUNITY

The Board of Regents of the University System of Georgia invites nominations and applications for the position of President of Augusta University.

Reporting to the [Chancellor](#) of the University System of Georgia, the president of Augusta University serves as the campus' chief executive officer, directs the work of the [senior executive leadership team](#), oversees a budget of approximately \$968 million, and is responsible for shaping the vision and strategic direction of the university. The new president will assume the role at a pivotal moment in the institution's history as the university pursues the ambitious goals articulated in its strategic plan.





# AUGUSTA UNIVERSITY

A 10-year-old university with 195 years of history.

Located on four campuses in the historic city for which it is named and on four regional campuses across the state, [Augusta University](#) is Georgia's [designated health sciences and medical research university](#), home of the [Georgia Cancer Center](#) and the [Georgia Cyber Innovation and Training Center](#), and one of the country's [top universities for student success](#).

Since 2015, Augusta University has achieved [eight consecutive years of enrollment growth](#) totaling 27%, a 32% increase in degrees awarded, a 35% increase in academic programs, a 38% increase in funding from the National Institutes of Health, and a 48% increase in [economic impact](#). Its 11 colleges and Augusta University Online offer [more than 160 degree programs](#).

As the fastest growing of the four public research universities in Georgia, Augusta University is committed to infusing a culture of creativity, innovation, and entrepreneurship throughout its campuses.





## A University System of Georgia Research University

Augusta University embodies several core characteristics as a research university within the [University System of Georgia](#):

- A commitment to excellence and responsiveness in academic achievements that impart national or international status.
- A commitment to a teaching/learning environment, both inside and outside the classroom, that sustains instructional excellence, serves a diverse and well-prepared student body, provides academic assistance, and promotes high levels of student achievement.
- A commitment to wide-ranging research, scholarship, and creative endeavors that are consistent with the highest standards of academic excellence, that are focused on organized programs to create, maintain, and apply new knowledge and theories, and that promote instructional effectiveness and enhance institutionally relevant faculty qualifications.
- A commitment to public service, economic development, and technical assistance activities designed to address the strategic needs of the State of Georgia along with a comprehensive offering of continuing education programs, including continuing professional education to meet the needs of Georgia's citizens for life-long learning.
- A range of disciplinary and interdisciplinary academic programming at the baccalaureate, master's, and doctoral levels, as well as a range of professional programs at the baccalaureate and post-baccalaureate level, including the doctoral level.

## Learning and Discovery to Enrich Life

With 1,900 faculty and just over 10,500 students – including 5,700 undergraduate students, 4,200 graduate and professional students, and 650 medical residents – Augusta University provides a personalized learning and discovery environment that combines critical and creative thinking with practical experiences and community engagement to prepare students for lifelong success. Its championship-caliber [NCAA Division I and Division II athletics programs](#) enhance student life and engagement, build community connections, and strengthen pride and support among the university's more than 63,500 alumni.

Augusta University's [collaborative and advanced research infrastructure](#) propels frontier-expanding discovery and multi-disciplinary scholarship to improve life. The university's \$162 million research enterprise reflects a longstanding commitment to improving and enriching the human experience, particularly in the biomedical and cyber sciences.

The university's academic mission and research mission are indelibly linked – whether connecting health professions students to NIH-funded research projects, education and human development students to innovative classroom settings in local school districts, or cybersecurity students to public and private partnership initiatives. Addressing real problems in real time, Augusta University is dedicated to streamlining the development of new treatments and identifying solutions to pressing health, security, economic, and societal concerns.



## Partnerships to Solve Problems

Augusta University’s recently established venture with Atlanta-based Wellstar Health System – [Wellstar MCG Health](#) – serves as the central clinical practice for faculty physicians and the primary clinical training site for medical students at the university’s Medical College of Georgia. Through the [partnership](#), Wellstar will invest nearly \$800 million over the next 10 years in facilities and infrastructure, including more than \$200 million allocated to the former Augusta University Medical Center, and capital for a new hospital, medical office building and ambulatory surgery center in neighboring Columbia County.

The university’s government and corporate partnerships, including the [U.S. Army Cyber Command and Cyber Center of Excellence](#), the [National Security Agency Georgia](#) and the [Savannah River National Laboratory](#), provide tremendous opportunities for Augusta University researchers and students.

## Strategy and Support

Augusta University’s institutional support infrastructure includes a [leading-edge security operations center](#) to detect, analyze, and respond to cybersecurity incidents, a robust [financial accounting and reporting system](#), and an [energetic philanthropic effort](#) advancing the university’s tremendous growth.

Guided by its 2022-2027 strategic plan, [Creating a Legacy Like No Other](#), Augusta University seeks to grow enrollment to 16,000 students by 2030, achieve a Top 60 NIH funding ranking and R1 status by 2030, and obtain a Carnegie Community Engagement Classification by 2026.

Augusta University began the silent phase of its first comprehensive campaign in July 2019 and has raised more than 65% of the total \$175 million campaign goal. The university is planning a kickoff to launch the public phase and expects to successfully conclude the campaign by June 30, 2026.

Since FY 2016, Augusta University has experienced a 32% increase in endowment growth and a 66% increase in total overall fundraising. In addition, need-based scholarship support has increased by 32% over the past eight years, and overall scholarship funding has increased 172%.

Augusta University completed FY 2023 with a total endowment balance of \$341,763,513, which includes the endowment balance of both the AU Foundation and the Medical College of Georgia Foundation. Augusta University received \$23,593,275 in total giving through 17,315 gifts and 12,008 donors in FY23.

### 2022-2023 PHILANTHROPY HIGHLIGHTS

TOTAL DONORS  
**12,008**

TOTAL GIVING  
**\$23,593,275**

TOTAL GIFTS  
**17,315**

TOTAL ENDOWMENT BALANCE → **\$341,763,513** (06-30-23)



# HISTORY, MISSION AND VISION

Augusta University's roots extend to the beginnings of the Medical College of Georgia in 1828 and Augusta College in 1925. In 1950 and 1958, respectively, the two institutions became part of the University System of Georgia. In 1996, Augusta College became Augusta State University. After adding a School of Nursing, School of Dentistry and School of Allied Health Sciences, in 2011 the Medical College of Georgia became Georgia Health Sciences University. In 2013, Augusta State University and Georgia Health Sciences University merged, officially becoming Augusta University in 2015.

Significant additions to Augusta University since 2015 include the School of Computer and Cyber Sciences, [Augusta University Online](#), and the School of Public Health; the [Transdisciplinary Research Initiative in Inflammaging and Brain Aging](#), and the [Immunology Center of Georgia](#); the four-year [Medical College of Georgia Partnership Campus in Savannah](#); and a new College of Science and Mathematics building, two on-campus residence halls, and a major expansion of research laboratory space in the M. Bert Storey Cancer Research Building.

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.





# UNIVERSITY CHARACTERISTICS

Augusta University is the only university in the country that has more than \$50 million in annual funding from the National Institutes of Health while also being a member of the U.S. Cyber Command's Academic Engagement Network and among the top 5% of universities that improve economic outcomes for students with low- and moderate-income backgrounds.

Among the university's distinct characteristics are:

- A personalized teaching and learning environment that creates a sense of belonging, promotes and protects academic freedom and freedom of expression, and encourages engagement and growth.
- A collaborative and advanced graduate and undergraduate research infrastructure that propels frontier-expanding discovery and multi-disciplinary scholarship to improve life.
- A combination of critical and creative thinking with real-world experiences and community engagement.
- An institutional support system and individual guidance from faculty experts and engaged mentors that give students from all backgrounds an opportunity for lifelong success.
- An exemplary and competitive athletics program that enhances student life and engagement, builds community connections, and strengthens alumni pride and support.
- A culture of building effective community, corporate, and government partnerships that address critical health, security, economic and societal concerns locally, regionally and across the state.





# MULTIPLE CAMPUSES, ONE UNIVERSITY

Situated on the southern banks of the storied Savannah River, [Augusta](#) is Georgia's second oldest and second largest city. Serving as a halfway point between the Appalachian Mountains to the north and the Atlantic Ocean to the south, Augusta is a thriving community with a welcoming history and a spirit of creativity and innovation.

A vibrant community that straddles the line between big-city bustle and small-town charm, Augusta is home to some of the state's most beautiful lakes and trails, as well as live music, theater, and culinary delights ranging from out-of-the-way eateries to fine-dining restaurants. A few minutes from downtown is Fort Eisenhower, a large, multi-mission military installation and home to the U.S. Army Cyber Center of Excellence.

Each year during the first week of April, the city becomes the golf capital of the world as the annual Masters tournament takes place, drawing local legends and long-time favorites to what many consider to be the most beautiful golf course in the world.







## Health Sciences Campus

Located in Augusta's [medical district](#), Augusta University's Health Sciences Campus is the site of the state's only public academic medical center and one of only 120 academic medical centers nationwide.

The Health Sciences Campus is home to six of Augusta University's 11 colleges and schools:

- The [Medical College of Georgia](#), one of the country's largest and oldest medical schools, is the only public medical school in the state. Anchored in Augusta with regional campuses throughout Georgia, the college has nearly 900 full- and part-time faculty on staff who are committed to health care, education, discovery, and community engagement.
- The [College of Nursing](#), the largest in Georgia, provides leadership through excellent, innovative nursing education, research, practice, and community engagement to promote the health, healing and well-being of individuals, families and communities across the state.
- The [College of Allied Health Sciences](#) trains and educates therapists, technicians, administrators, managers, and assistants who are the backbone of the state's health care workforce.
- 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 [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 [Dental College of Georgia](#) is the only dental school in the state and trains the next generation of oral health care providers by offering hands-on education through innovative research, patient care, and community engagement.

The university's partnership with Wellstar Health System, which created Wellstar MCG Health, includes the former [Augusta University Medical Center](#) and the [Children's Hospital of Georgia](#). Located adjacent to the Health Sciences Campus, the hospitals serve as the core facilities for Augusta University's efforts to train the next generation of caregivers in the classroom, discover new and innovative treatment options in research labs, and positively impact the care and the quality of life of patients.





## Summerville Campus

The historic Summerville Campus is the primary home of four of the university's colleges and schools:

- The [Katherine Reese 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 nationally ranked [James M. Hull College of Business](#) advances the future of business and the state's workforce through high-quality business education, distinctive academic programs, and experiential learning opportunities.
- The [College of Education and Human Development](#) cultivates innovative educational leaders, advances health practice through kinesiology research, and explores critical questions in public education, sharing exciting ideas and best practices across the world.
- The [School of Public Health](#) expands knowledge of population health and reduces health disparities through education, research, service, workforce development, and community engagement.





## Riverfront, Forest Hills Campuses

Nestled along the Savannah River, the Riverfront Campus (Nathan Deal Campus for Innovation) is in Augusta's thriving cybersecurity corridor and houses the Georgia Cyber Innovation and Training Center, a state-of-the-art complex that provides a high-tech intersection of business, government, industry, and education.

The Riverfront Campus is home to:

- The [School of Computer and Cyber Sciences](#), which provides leading education and research in computer science, information technology, and cybersecurity; incubator space for innovation and entrepreneurship; and close proximity to industry professionals and start-ups.

The [Forest Hills Campus](#), home of Christenberry Fieldhouse and Augusta University's basketball and volleyball teams, boasts the Jaguars' Division I golf teams' course designed by world renowned course architect Donald Ross. The Jaguars' Division II tennis, cross country, track and field, baseball, and softball teams compete there as well.

Outside of Augusta, the university has regional campuses in Albany, Athens, Rome and Savannah that provide classroom and clinical training opportunities in the health sciences.





# OPPORTUNITIES FOR LEADERSHIP

Among the presidential priorities are those listed below in no particular order.

## **Articulate and Realize a Unifying Vision**

Augusta University has experienced remarkable growth and acclaim in recent years, due to the collective efforts of its dedicated faculty and staff. The next president of Augusta University has an enviable opportunity to build on the momentum, enthusiasm, and excitement by enacting its bold vision for the future. The president will continue efforts to shape the university into a top-tier research university that will be a destination of choice for education, health care, discovery, creativity, and innovation.

Building on the university's current strategic plan and ambitious goals, the new president should be a visionary and a strategist, capable of capitalizing on the university's competitive advantages, acknowledging its potential for greatness, and outlining a clear and unifying vision that secures its position for the future. As one of four research universities within the University System of Georgia, the university is seeking a president who will continue to be a driving force for innovation and gain broad recognition as a truly unique resource in and out of the state, solidifying its standing as a partner of choice in the community, region, state, and beyond.

## **Provide Leadership**

In its next president, Augusta University seeks a servant leader who empowers and advocates for all university stakeholders, valuing the strengths and contributions of faculty, staff, and community partners all of whom enhance research, student learning, and community engagement. The university benefits from a size that allows it to be agile, providing ample opportunities for innovation and creativity for its closely-knit community.

The institution also has a significant strength in its culture of collaboration. This culture has enabled individuals to work together toward shared goals and achieve incredible success. The institution will benefit from a president committed to nurturing the collaborative culture by identifying the potential for additional synergies across the campuses, thus creating a sense of cohesiveness, belonging, and well-being for all.



## **Advance Student Success Efforts and Enrollment Goals**

At their core, the president must be student-centric, bring a holistic approach to student affairs and success, and possess an earnest belief in the power of education to change lives. To realize the enrollment goal of 16,000 by 2030, the president must drive efforts and think creatively about presenting Augusta University as an attractive option for students in the region, state, nationally, and internationally. The president will serve as the university's primary brand ambassador, widely articulating its story thus engendering pride and affinity for the university.

In addition, the next president must prioritize student success, combining exceptional academic offerings with student life experiences. As the university continues to grow, student support services must align. Thus, the president should have a proven track record of supporting student success initiatives both in and out of the classroom and a thorough understanding of the entire student lifecycle, from application to engaged alumni. Given the university's significant number of commuter students, the new president must also appreciate the importance of creating a sense of community for Jaguars within the classroom, as well as support community-building experiences outside of the classroom, such as student life, non-traditional student programs, and service-learning opportunities.

While there has been significant focus on persistence and retention, the next president must also prioritize improvement of graduation rates. To do so, students must be cultivated both inside and outside the classroom to ensure retention and graduation rates continue to rise. Further enhancing student support services around the first-year experience, advising, housing, and mental health could further efforts already underway to address persistence, retention, and graduation.

## **Elevate Support for Research and Productivity**

Augusta University is at the forefront of biomedical science with signature basic, clinical, and translational research programs and is also the site for state-of-the-art research and education across computer science, information technology, and cybersecurity disciplines.

To realize the university's ambitious goals of achieving Carnegie Classification – Research 1 status, continuing to increase NIH funding, and supporting the quest to become an NCI-designated cancer center, Augusta University must expand its already strong legacy of health care and biomedical research by increasing the productivity of research, scholarship, and creativity across all the institution's colleges and disciplines.

The president should have a broad and deep understanding of research and the resulting complexities, a commitment to supporting interdisciplinary and undergraduate research, and support an environment and culture that encourages creativity, innovation, and entrepreneurialism across all the university's colleges and schools, acknowledging that research and creative activity is defined differently by discipline.

To realize its research aspirations, the president will need to assess the infrastructure and identify any deficiencies. This will involve addressing physical constraints, and any administrative or policy issues that may impede productivity. Central to the continued advancement of the research enterprise will be a strategy and plan to recruit and retain world-class faculty and staff.



## Promote Community Engagement

Augusta University is a significant contributor to the economy of both Augusta and the state of Georgia and has the critical role of preparing and producing the state's workforce, especially in rural areas. The university is home to the only public dental school in the state and boasts state-of-the-art facilities, world-class research, and eminent scholars.

In addition to the university's preeminence in the health sciences, the Georgia Cyber Center and the School of Computer and Cyber Sciences have experienced incredible growth. Moreover, the university offers animation courses that support the thriving film industry in the state. With the substantial depth and breadth of offerings across numerous fields of study, the president must compellingly articulate Augusta University's remarkable story and encourage the community to do the same, ultimately creating a sense of Jaguar pride both for the university and the community.

The president will eagerly seek out opportunities to engage with the community by attending events and meetings and representing the university with the military, business leaders, or prospective students which will further town-gown relationships and create a greater sense of a college town.





# QUALITIES AND QUALIFICATIONS

The next president of Augusta University should possess innovative, creative, and charismatic leadership qualities while demonstrating integrity, honesty, and dedication to the university's mission, vision, and culture. The president must have a passion for students; experience executing bold, aspirational, and innovative plans; the ability to make difficult, strategic decisions; and the capacity to build, support, and lead strong teams. An earned terminal degree and a record of teaching and research are preferred. Individuals from industry, government, the military, or other sectors with exemplary leadership in an organization of similar size and complexity and whose experience will garner the respect of faculty and staff, will be given full consideration.

Preferred Knowledge, Skills, and Qualities:

## **Leadership and Management**

- Experience leading a research university, with demonstrated knowledge of balancing the tripartite mission of research, teaching, and service across all disciplines;
- An understanding of patient care and medical education;
- Track record and evidence of success leading change in a complex research-intensive university;
- Demonstrated ability to manage growth, and build on the momentum to realize aspirations and goals;
- Experience working in a shared governance environment with a record of inclusive decision-making; and
- The ability to delegate, sustain, and empower the executive leadership team, valuing and relying on their expertise and contributions.

## **Financial Management**

- Ensure that budgets, investment opportunities, infrastructure, and support services are aligned with institutional priorities;
- Exhibit the ability to set clear priorities and execute strategic resource allocation decisions with the willingness to make difficult decisions;
- Devise creative approaches to problem-solving; and
- Incorporate data in decision-making with a strong focus on outcomes and results.



## Culture and Communication

- Possess outstanding communication skills; humility and eagerness to listen and to engage as fluently with students, faculty, and staff as with community and government leaders;
- Foster and nurture an inclusive, supportive culture for faculty, staff, and students;
- Collaborate with the desire to promote cohesiveness and alliances between campuses, units, and colleges;
- Align programs and services with student interests and needs;
- Pursue excellence and reward collaboration, creativity, and innovation in all its forms;
- Exhibit wisdom, instill trust, and empower others;
- Establish a presence on the campuses, with a commitment to being visible and accessible; and
- Exhibit a genuine passion for students, patient care, and research.

## External Relations and Advocacy

- Experience representing an institution compellingly to external audiences, with the presence needed to raise the profile and visibility of Augusta on local, regional, state, national, and international levels;
- Bring natural networking abilities with a desire to connect with donors and alumni, as well as open doors and cultivate new supporters with an eye toward a comprehensive capital campaign;
- Appreciate the critical importance of the larger Augusta community and region with a proven ability and desire to foster relationships/partnerships in Augusta and beyond; and
- Possess political savviness, with the ability to influence the USG, the legislature, and the community.

## Personal Qualities and Characteristics

Augusta University's next president will be a person of undeniable competence and character and will lead with uncompromised integrity, honesty, gratitude, humility, empathy, courage, respect, and a sense of humor.

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# PROCEDURE FOR CANDIDACY

Confidential inquiries, nominations, and applications are invited. Review of applications will continue until the position is filled. For fullest consideration, application materials should be received no later than March 18, 2024. Candidates should provide a resume or curriculum vitae and a letter of application. Inquiries, nominations, and application materials should be sent electronically via email to the university's search consultant, Ann Yates, at [ann@buffkinbaker.com](mailto:ann@buffkinbaker.com).





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