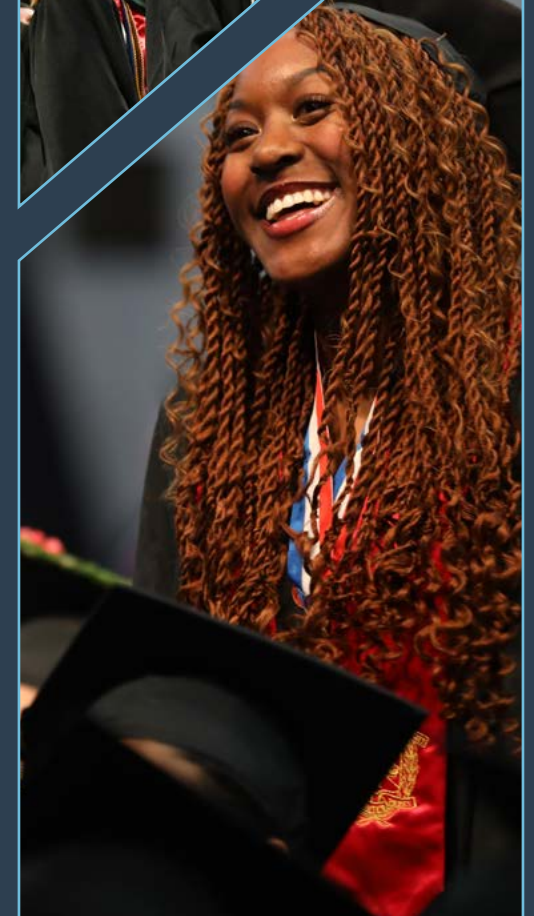




University System of Georgia Chancellor Search

Chancellor Position Overview

The Board of Regents of the University System of Georgia (USG) invites nominations and applications for the position of Chancellor, the chief executive officer of one of the nation’s largest and most comprehensive public higher education systems. The Chancellor serves as the chief administrative officer of the Board of Regents and provides strategic leadership for a statewide enterprise with a budget of approximately \$12.6 billion, encompassing a wide array of institutions and systemwide services that advance education, research and economic development across Georgia.

USG includes 25 public colleges and universities, serving more than 382,000 students and employing more than 50,000 full-time faculty and staff. With a record-breaking \$23.1 billion in statewide economic impact, USG is a powerful engine for Georgia’s growth—supporting over 168,000 jobs and generating billions of dollars in lifetime earnings for its graduates.

This is a defining moment to lead a system experiencing extraordinary momentum and transformational growth. USG has achieved three consecutive years of record-breaking enrollment and awarded an all-time high of 82,607 degrees in FY2025—an increase of more than 50% since 2011. Combined with nationally recognized affordability and continued investments in modernized campuses and

advanced medical education—including the launch of the University of Georgia’s new School of Medicine—USG is redefining access, excellence and impact in higher education.

As higher education faces a critical inflection point both in Georgia and nationally, the USG Chancellorship offers a rare opportunity to shape the future of public higher education. In a state where institutional strength is closely tied to economic vitality and quality of life, the Board of Regents seeks a bold, forward-thinking leader who will articulate and pursue a compelling vision for the future of public higher education—one that strengthens student success, enhances institutional effectiveness, aligns with Georgia’s workforce and economic needs, and sustains public trust in the value of USG and higher education.

Leadership Responsibilities

The Chancellor is responsible for USG’s overall direction, management and performance. In close partnership with the Board of Regents, the Chancellor leads long-range strategic planning; develops and implements policy; advances academic quality, access and affordability; and ensures that system resources are aligned with mission-critical priorities. The Chancellor serves as a “leader of leaders,” recommending and supporting the presidents of USG institutions and other

senior executives, setting clear expectations and holding them accountable for results.

A central focus of the role is improving student outcomes at scale. The Chancellor will drive initiatives that increase retention, progression and graduation rates; close equity gaps; and ensure that students are prepared for meaningful careers and engaged citizenship. The Chancellor is expected to think critically about the forces reshaping higher education—technological change, demographic shifts and evolving labor market demands—and to lead thoughtful, data-informed reforms that enhance quality, value and long-term sustainability.

External Relations and Public Leadership

The Chancellor is USG’s primary advocate and spokesperson. The role requires sophisticated political judgment and successful experience working within state budget and policy processes. The Chancellor will work closely with the Governor’s Office, the General Assembly, state agencies and other education sectors to secure resources, shape policy and ensure that the system’s work is aligned with statewide priorities.

Fundraising and communication are essential dimensions of the position.

Chancellor Position Overview

The Board seeks a Chancellor with a strong record of cultivating and securing philanthropic support and of building durable relationships with donors, business and community leaders, and other external partners. The Chancellor must be an excellent communicator who is comfortable and effective in the public eye, able to lead a comprehensive communications strategy, engage constructively with media and communicate clearly and credibly in both routine and high-profile situations.

Ideal Candidate Profile and Qualifications

The Board of Regents seeks an accomplished, visionary executive with a track record of success in leading large, complex organizations. Applicants may have experience in higher education or a closely related public or nonprofit setting, but such experience is not necessary to be considered as a candidate. Candidates should bring demonstrated success in managing substantial budgets, leading change and delivering measurable improvements in organizational performance and student outcomes.

The ideal candidate will be a proven “leader of leaders,” experienced in recruiting, developing and retaining high-performing senior teams and in fostering a culture of collaboration,

accountability and innovation. A history of improving student retention and graduation rates, or comparable impact on key performance indicators in a similarly complex setting, is strongly preferred. Candidates should also demonstrate political and governmental experience, including effective engagement with state budget processes, as well as a record of strategic external partnership building. Demonstrated experience reporting to a governing board at the system level, along with an advanced degree, is strongly preferred. Candidates’ achievements should command the respect of academic, civic and governmental stakeholders.

The Opportunity to Lead

The Chancellorship of USG offers an exceptional opportunity to shape the future of public higher education in a state where prosperity and quality of life are closely linked to the strength of its colleges and universities.

The Board of Regents seeks a Chancellor who will bring vision, courage and integrity to the role; who will champion students and the public interest; and who will lead the system with the clarity, creativity and resolve needed to ensure that Georgia’s institutions remain vital, competitive and deeply connected to the needs of the state and its citizens.

One of the best university systems in the country

- **\$23.1 billion:** USG’s economic impact on the state’s economy in FY 2024.
- **+\$12.6 billion:** USG’s annual budget.
- **+\$1.4 million:** The amount of additional earnings USG graduates will make over the course of their careers.
- **382,142:** The number of students enrolled across 25 USG institutions, with a presence in every region of Georgia.
- **82,607:** The number of degrees awarded in FY 2025, the most in USG history.
- **1 of only 2 states** with more than one institution in the nation’s Top 20 Public Schools (U.S. News & World Report).

Strategic Plan 2029

- **Student Success:** The University System of Georgia will increase degree completion through a robust and intensive approach to access and student success, utilizing data analytics and best practices.
- **Responsible Stewardship:** The University System of Georgia will ensure affordability for students through the wise stewardship of resources and optimizing efficiency across the system.
- **Economic Competitiveness:** The University System of Georgia will play a critical role in developing the talent and knowledge for current and future industry needs in the state of Georgia and beyond.
- **Community Impact:** University System of Georgia institutions will connect and collaborate with the communities and regions in which they serve to drive innovation and create opportunities for continued economic and quality of life impact.

Momentum Year

- Minimum of three first-year courses in selected major or academic focus area.
- Degree programs aligned to make it easier for first-year students to explore their interests.
- Core English and math courses in first year.
- Remedial education changes include intensive tutoring in conjunction with courses being taken for credit.

Complete College Georgia

- Early alert systems/predictive analytics used to alert faculty/staff when student performance dips.
- Degree roadmaps help students avoid spending time and money in courses that do not count toward their degree.
- 15 to Finish campaign encourages students to take 15 credit hours a semester, shortening the time it takes to graduate.



Georgia Highlands College

Board of Regents and USG

With its creation in 1931, the Board of Regents became the single governing and management authority over the University System of Georgia (USG).

The governor appoints members of the Board to a seven-year term, and regents may be reappointed to subsequent terms by a sitting governor.

Regents donate their time and expertise to serve the state in a position that is a voluntary one without financial remuneration.

Today, the Board is composed of 19 members, five of whom are

appointed from the state-at-large and one from each of the state's 14 congressional districts.

The Board elects a Chancellor who serves as its chief executive officer and the chief administrative officer, and oversees the public colleges and universities that comprise USG as well as the Georgia Archives and the Georgia Public Library Service (GPLS).

GPLS includes approximately 410 facilities within the 60 library systems throughout Georgia. The Georgia Archives identifies, collects, manages, preserves and provides access to historical records and information about the state and maintains its official record.

Board of Regents of the University System of Georgia

- Created in 1931.
- Has 19 members appointed by the governor of Georgia to seven-year terms. Regents can be reappointed to subsequent terms.
- Represents each of the state's 14 congressional districts, with five members chosen from the state at large.
- Elects a Chancellor, who serves as the system's chief executive officer and the chief administrative officer.
- Oversees Georgia's 25 public colleges and universities, the Georgia Archives and the Georgia Public Library Service.



USG and Georgia

With 25 public colleges and universities across Georgia, USG enrolls 382,142 students, employs over 50,000 staff and faculty and has a statewide economic impact of \$23.1 billion.

The system and its institutions play a critically important role in local economies all across the state, **offer degree programs ranging from associate through doctorate** and help drive Georgia's overall economy.

With an overall mission of research, teaching and service, USG and its governing Board of Regents are constitutionally independent but traditionally enjoy strong support from the Governor's Office and the Georgia General Assembly.

Public investments in higher education include more than \$3.8 billion in funding to public colleges and universities annually, with overall state funding support of about half the instructional budget and additional annual capital investments of around \$300 million.

Steady funding and visibility for USG have helped raise institutions' profile nationally. Georgia is one of only two states in the country with at least two institutions — the Georgia Institute of Technology and the University of Georgia — **ranked among**

the Top 20 public universities in the country by U.S. News & World Report. Georgia State University, one of the system's largest institutions with more than 53,000 students, has been ranked as one of the top five **most innovative universities in the country** for more than a decade and has been named the nation's **No. 1 public university for excellence in undergraduate teaching** for the past six years.

USG institutions also compete nationally for research dollars, **with more than \$2.5 billion annually in sponsored research** conducted across the system. Research spending has grown approximately 34% in just the past five years, with major research investments from the federal government, state and industry.

USG researchers are among the best from around the world, working in fields from human health to agricultural technology, artificial intelligence to advanced manufacturing and from quantum systems to sustainable materials. They also benefit from both public and private partnerships including investments by the **Georgia Research Alliance**, a collaboration between USG, partner universities and the Georgia Department of Economic Development to help seed and shape startup companies around campus-led inventions and discoveries.



Georgia State University

USG Research

- More than \$2.5 billion annually in sponsored research.
- 34% increase in research spending over the past five years.
- Partnerships include the Georgia Research Alliance.

USG Sectors and Institutions

The size and scope of USG are among its greatest strengths, allowing for both an economy of scale and a diversity of missions that reach every corner of Georgia and all 159 of the state's counties.

Its 25 higher education institutions uniquely include four research universities, four comprehensive universities, nine state universities and eight state colleges—for a total of four sectors.

While every campus takes pride in its individual accomplishments, history, tradition and setting, all find common purpose with others in their sector. Working within the context of USG's overarching mission of knowledge, every sector has core characteristics that set it apart.

USG's Four Sectors

USG's 25 institutions are divided into four sectors, with each sector having a unique set of core characteristics. The sectors reach across the state and include:

- 4 research universities
- 4 comprehensive universities
- 9 state universities
- 8 state colleges



1. Research Universities

USG’s research institutions are recognized as among the best in the nation and the world, and share a common mission to have:

- A statewide scope of influence, 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 Georgia along with a comprehensive offering of continuing education programs, including continuing professional education to meet the needs of Georgia’s citizens for lifelong learning; and
- 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.



2. Comprehensive Universities

USG’s comprehensive institutions are recognized as among the best in the South, and share a common mission to have:

- A commitment to excellence and responsiveness within a scope of influence defined by the needs of a specific region of the state, and by particularly outstanding programs or distinctive characteristics that have a magnet effect even beyond the region;
- 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, promotes high levels of student achievement, offers academic assistance and provides developmental studies programs for a limited student cohort;
- A range of disciplinary and interdisciplinary academic programming at the baccalaureate and master’s levels, as well as a range of professional programs at the baccalaureate and post baccalaureate levels, including a limited number of professionally oriented doctoral level programs;
- A commitment to public service, continuing education, technical assistance and economic development activities that address the needs, improve the quality of life and raise the educational level within the university’s scope of influence; and
- A commitment to scholarly and creative work to enhance instructional effectiveness and encourage faculty scholarly pursuits and research in selected areas of institutional strength and focused on regional need.



3. State Universities

USG's state universities are recognized as among the best in their region of the state, and share a common mission to have:

- A commitment to excellence and responsiveness within a scope of influence defined by the needs of an area of the state, and by particularly outstanding programs or distinctive characteristics that have a magnet effect throughout the region or state;
- A commitment to a teaching/learning environment, both inside and outside the classroom, that sustains instructional excellence, serves a diverse and college-prepared student body, promotes high levels of student achievement, offers academic assistance and provides developmental studies programs for a limited student cohort;
- A high-quality general education program supporting a variety of disciplinary, interdisciplinary and professional academic programming at the baccalaureate level, with selected master's and educational specialist degrees and selected associate degree programs based on area need and/or inter-institutional collaborations;
- A commitment to public service, continuing education, technical assistance and economic development activities that address the needs, improve the quality of life and raise the educational level within the university's scope of influence; and
- A commitment to scholarly and creative work to enhance instructional effectiveness and to encourage faculty scholarly pursuits, and a commitment to applied research in selected areas of institutional strength and area need.

In addition to these core characteristics, Fort Valley State University (FVSU) has a unique and distinct statewide mission as an 1890 land-grant institution. FVSU, Savannah State University and Albany State University are Georgia's three public HBCUs.



Clayton State University

4. State Colleges

USG's state colleges are the system's gateway to public higher education in Georgia and have an important access mission.

Designed as highly flexible and dynamic institutions, state colleges are particularly responsive to workforce needs in their geographic areas.

The primary functions of a state college are to serve as the associate-level access institution in the local area and to offer a limited number of baccalaureate programs targeted to serve their region's economic development needs.

For USG, this includes sector institutions characterized as balanced bachelor's and associate state colleges offering bachelor's degrees, associate programs and general education courses, but no graduate programs.

Other sector institutions are characterized as associate-dominant, select bachelor's state colleges, offering associate-dominant programs and general education courses, with very few, select, professionally oriented bachelor's degree programs.



Abraham Baldwin Agricultural College



Dalton State College



Georgia Gwinnett College

Application Process

The search is being led by the Executive and Compensation Committee of the Board of Regents and advised by Dr. Mark Becker, who served as president of Georgia State University from 2009 to 2021 and later led the Association of Public and Land-grant Universities, and Dr. Stephen R. Portch, who served as USG chancellor from 1994 to 2001.

All inquiries, expressions of interest, nominations and applications will be held in the strictest confidence throughout the process. The Board of Regents invites letters of nomination, applications (letter of interest, complete resume/CV) or expressions of interest to be submitted to Chancellor_Search@usg.edu. Confidential review of materials will begin immediately and continue until the appointment is made. Applications will be accepted on a rolling basis, with priority consideration for submissions received by Aug. 10. For a confidential inquiry or conversation, we can be reached by phone at 404.962.3010.

USG comprises 25 institutions of higher education and learning as well as the System Office. USG's Statement of Core Values includes Integrity, Excellence, Accountability and Respect. These values serve as the foundation for all that we do

as an organization, and each USG community member is responsible for demonstrating and upholding these standards. More details on the USG Statement of Core Values and Code of Conduct are available online via USG Board Policy 8.2.18.1.2.

Additionally, USG supports Freedom of Expression as stated in Board Policy 6.5 Freedom of Expression and Academic Freedom.

The University System Office is an equal employment, equal access and equal opportunity employer. It is the policy of the University System Office to recruit, hire, train and promote persons without regard to an individual's age, color, disability, genetic information, national origin, race, religion, sex or veteran status as required by applicable state and federal laws.

For questions or more detailed information regarding this policy, please contact the University System Office Human Resources at 404.962.3242. Individuals requiring disability related accommodations for participation in any event or to obtain print materials in an alternative format, please contact Human Resources.





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