Executive Summary

The President of the Connecticut State College & Universities (CSCU) invite nominations and applications for the position of Provost and Senior Vice President for Academic & Student Affairs.

The Provost and Senior Vice President for Academic and Student Affairs is CSCU’s chief academic and student affairs officer. The Provost provides leadership and guidance for curricular, instructional, research, and student development among the Connecticut State Colleges and Universities (CSCU), the seventeen (17) institutions governed by the Board. The Provost provides a deep connection to workforce development initiatives related to academic degree, certificate and credential programs across the system. The Provost reports directly to the CSCU President and serves as chief executive officer. The Provost and their staff work with the BOR’s Academic and Student Affairs Committee to develop and facilitate policy implementation. As a key member of the Executive Staff, the Provost assumes lead responsibility, working in collaboration with CSCU campus leadership, for developing, managing and advancing the BOR’s academic, workforce development, and student services agendas.

CSCU seeks in its next Provost a highly respected leader committed to ensuring the continued success and national prominence of the system. The Provost will have the opportunity to:

- Serve a respected statewide system of public higher education, focused on the delivery of high quality, affordable education.
- Engage a diverse mix of campuses and institutional entities and work directly with an outstanding cohort of senior campus leaders who are each aligned towards the achievement of the CSCU’s and the state’s collective goals.
- Exercise thought leadership in the field of higher education and participate regularly in forums and collaborative initiatives with other top leaders in the academy focused on academic excellence, student success, and workforce development.
- Strengthen the CSCU System’s strategic use of resources to support academic excellence, workforce development, and student success.

More information about CSCU can be found at https://www.ct.edu/

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 12.
Role of the Provost & Senior Vice President for Academic & Student Affairs

The Provost is the chief academic and student affairs officer of the CSCU and has broad responsibilities, including:

▪ Advising the President and Board of Regents on System-wide policy.
▪ Conducting System-wide academic planning.
▪ Assisting the institutions in achieving performance goals in accordance with their adopted performance accountability plans.

The Provost is expected to be a transformative leadership providing strategic direction to academic, student success and workforce development plans and initiatives. In conjunction with, and at the direction of the President, the Provost is expected to develop and implement strategic plans, goals, and direction to strengthen and support the CSCU system in its mission.

The CSCU Provost reports directly to the President of the CSCU System and serves on the President's Cabinet as do the CSCU Chief of Staff, the four university presidents, the president of Charter Oak State College, and the President of the Connecticut State Community Colleges.

The Provost is responsible for five direct reports and a budget of $4.4 million and the following departments and initiatives:

▪ Academic & Student Affairs
  Providing guidance on the development and alignment of academic programs (shared and differentiated), assessment, policies, procedures, institutional data, websites, catalogs and other relevant issues to campus constituents.

▪ Digital Learning
  Providing guidance and support for the development and delivery of accessible, affordable, and inclusive learning experiences with a focus on digital accessibility, online learning, and Open Educational Resources (OER).

▪ Strategic Enrollment Management
  Coordinating, galvanizing, and communicating programs, strategy, and initiatives that strengthen enrollment practice and results throughout the system; overseeing system-wide enrollment council.

▪ Library Consortium
  A single, easy-to-use library system for the students, faculty, and staff of the CSCU and users of the Connecticut State Library.

▪ Research & System Effectiveness (RSE)
Collection of data (from both internal and external sources); timely analysis, distribution, and presentation of this information for use in assessment and planning at the system level.

- **Student Success Center**
  Student success efforts in CSCU are focused on Guided Pathways, a movement that helps more students efficiently complete credentials, transfer, and attain jobs with value in the labor market.

- **Transfer**
  Overseeing and developing seamless transfer policies between the CT Community Colleges, CT State Universities, and Charter Oak State College

- **Workforce Development, Strategic Partnerships and Sponsored Programs**
  Building partnerships with state agencies, nonprofits, employers and other organizations to provide internships and other support services for students; Identify and pursue system wide funding opportunities.

- **Diversity, Equity and Inclusion**
  Working with the CSCU Vice President for Diversity and Inclusion and other stakeholders and constituencies to create, enact, and effect policy, procedures, protocols, as well as system-wide, regional, and campus-specific programs and initiatives to ensure maximum impact and coordination.

**Essential Duties of the Provost**

- Develops policies and initiatives relative to CSCU academic and workforce development programs, and student affairs initiatives, for consideration by the Board of Regents (BOR);
- makes recommendations for licensure and accreditation of academic programs and reaccreditation of institutions;
- ensures execution of Board policy on academic, workforce development, student affairs priorities;
- leads planning and assessment of BOR goals and objectives related to academic and student affairs;
- ensures seamless and accessible transfer and articulation programs across the system;
- supports faculty and staff professional development and develops system strategies to recruit and retain highly qualified and diverse employees;
- develops, with campus leadership, strategic enrollment management plans and recruitment strategies;
- with the BOR conducts program review with appropriate metrics;
- stays abreast of best practices in higher education and facilitates integration of these practices with campus leadership;
- leads the councils of chief academic officers, chief student affairs officers, and system workforce development managers and liaisons, in implementing system policy;
- participates in the drafting and review of proposed legislation, regulations, and policies;
- conducts related research as needed;
- testifies before legislative committees;
- represents the BOR/CSCU as required at meetings of state, regional, and national groups;
- performs related and additional duties as required.
Leadership Priorities

Beyond the essential duties, the next Provost will be expected to address the following priorities:

Establish the CSCU System as a dynamic 21st century model of public higher education

The CSCU System has deservedly gained a reputation as a highly progressive role model for how public higher education should be organized, funded, and delivered. The CSCU leadership is frequently sought out for their opinions on higher education issues and emerging opportunities. The next CSCU Provost must work with System leadership to develop and execute a strategic agenda that supports CSCU’s continued prominence and delivers on its promise to the state. The Provost will be expected to seek opportunities that leverage the strengths of each campus to forge an even stronger system – this includes exploiting opportunities for academic, organizational, and programmatic synergies among the CSCU campuses to gain further efficiencies and optimize the delivery of academic programs to CSCU students.

The Provost will serve as a key champion of higher educational transformation. The Provost will be expected to help identify new opportunities for innovation while fostering the organizational, cultural, and behavioral changes necessary to realize change. From incorporating post-pandemic lessons on course delivery to reimagining the system’s offerings to meet current and future demand, the Provost will be expected to convene and capitalize on entrepreneurial thinking across the System.

Intensify CSCU’s efforts to ensure that Connecticut is a national leader in quality, access, affordability, and completion.

The CSCU student bodies are highly diverse, comprised of many first-generation students. The vast majority of students come from Connecticut and will remain as long-term residents of the state. As such, public support for CSCU will be influenced by the System’s successes in areas such as:

- Advancing the quality of its institutions while maintaining the affordability of its programs;
- Aggressively working to overcome the disparities in student achievement;
- Supporting college completion, especially for low-income and underrepresented populations;
- Giving students convenient access to educational programs and accommodating their needs for flexibility in transferring and/or changing programs.

These must be continued priorities for CSCU leadership which will need to work closely with each CSCU institution to ensure that plans are in place to push higher levels of "nimbleness" and student-centric responsivenes that lead to progress in these areas. CSCU should build and enforce a culture of data-driven decision making that influences System and campus strategies aimed at improving enrollment, retention, graduation rates and employment opportunities.

Serve as a thoughtful steward of CSCU’s resources
The value of higher education is encountering increasing skepticism across the country, as the public is becoming wary of the cost of education and more focused on the return that parents and students get for their tax dollars and tuition checks supporting colleges and universities. The CSCU System has historically been a national leader in accountability and fiscal prudence. The Board of Regents was heralded for developing and implementing its Effectiveness and Efficiency (E&E) initiative, which has saved more than $600 million to date. These efforts have contributed to favorable debt ratings from bond-rating agencies, including a rating of Aa1 from Moody’s Investors Services, making CSCU one of only 21 public higher education institutions to earn one of Moody’s top two ratings. The new Provost will work closely with the President and System leadership to continue this success, advancing the case for investment in the system, demonstrating that the System can set and achieve goals while effectively and efficiently delivering education to the state’s citizens. In addition, the Provost will be a key partner to the President and System leadership in identify alternative sources of revenue, from grant opportunities to innovative programs.

**Organize and lead a comprehensive and inclusive strategic planning process**

A framework for more formally accentuating the priorities highlighted above will be the development and implementation of the CSCU’s next strategic plan. The next Provost will have the opportunity to engage in a collaborative and inclusive process to develop a new roadmap guiding CSCU’s focus and resources.
Professional Qualifications and Personal Qualities

The CSCU System seeks a Provost who demonstrates the following professional and academic qualifications:

**Minimum Qualifications**

- An earned doctorate, plus ten (10) years’ experience in administration at an institution, system, or agency of higher education with significant exposure to and participation in complex issues pertaining to academic programs and student services.

**Preferred Experience**

- Five (5) years of the experience must have been at the level of senior executive at an institution, system, or agency of higher education.

**Additional Qualities and Characteristics**

- Visionary leadership with demonstrated ability to lead senior campus officers, faculty, and other stakeholders as well as work with policymakers and officials at the local, state, and federal levels;

- Ability to develop and execute plans to advance academic enterprises in multi-campus systems;

- Extensive knowledge of theory, practice, and trends in higher education relative to academic affairs and student services;

- Demonstrated commitment to fostering a diverse, inclusive and equitable environment for students, faculty and staff;

- Understanding and appreciation of shared governance;

- Experience working with higher education system board or similar governing body;

- Considerable analytical and performance management skills;

- Considerable quantitative ability, including the capacity to conduct program performance measurement;

- Knowledge of and experience in the practice and development of academic pedagogy and best practices in higher education;

- Knowledge of student codes of conduct;

- Understanding of and experience with the alignment of academic programs with regional, state, and federal workforce development goals and strategies;
Connecticut State Colleges and Universities

Provost & Senior Vice President for Academic & Student Affairs

- considerable ability to develop academic and student program initiatives with articulated goals attached to tangible, measurable outcomes;
- commitment to communication and transparency across units and campuses within the organization, and with external partners and constituencies;
- working knowledge of relevant state and federal laws, statutes, and regulations;
- general familiarity with policies and procedures applicable to academic programs and student services at public universities and community colleges;
- knowledge of legislative processes at the state and federal levels;
- considerable knowledge of management principles and techniques;
- outstanding interpersonal skills;
- exceptional oral and written communication skills.

About Connecticut State Colleges and Universities

Overview

CSCU is the state's public higher education system. Benefiting students, as well as Connecticut and its citizens, the CSCU:

- Offers expansive access to affordable high-quality educational opportunities.
- Instills a culture of innovation and entrepreneurship.
- Promotes economic growth and workforce development.
- Provides vital services to communities and individuals.

Mission

The Connecticut State Colleges & Universities (CSCU) contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovative, and rigorous programs. Our learning environments transform students and facilitate an ever-increasing number of individuals to achieve their personal and career goals.

Vision

The Connecticut State Colleges & Universities will continually increase the number of students completing personally and professionally rewarding academic programs.
Priorities

With the appointment of President Terrence Cheng in 2021, the CSCU System is in the process of identifying a set of strategic priorities to guide the system through the next decade. Among the System’s key initiatives that will continue to drive decisions are the consolidation of the 12 community colleges into the Connecticut State Community College; expansion of workforce development efforts across all 17 institutions; improving opportunities for seamless transfer between CSCU institutions; and supporting innovative new programs at the undergraduate and graduate certificate and degree levels. The next Provost will be joining the System at an exciting time with many new initiatives in motion and to which they can contribute their vision and energetic leadership.

Connecticut State Colleges and Universities Governance

Board of Regents

A 22-member Board of Regents governs the CSCU. The Board’s composition is as follows:

- **Board Chair**
  The chair of the Board of Regents is appointed by the Governor and the Board of Regents elects a vice-chair and other officers from among its membership.

- **15 Voting Members**
  9 - Appointed by the Governor.
  4 - Appointed by legislative leadership, of whom one is a specialist in K-12 education and three are alumni of the Connecticut Community Colleges, Connecticut State Universities, and/or Charter Oak State College.
  2 - Students chosen by their peers (chair and vice-chair of the Student Advisory Committee).

- **7 Non-Voting, Ex-Officio Members**
  Commissioner of the Department of Education, Commissioner of the Department of Economic and Community Development, Commissioner of the Department of Labor, Commissioner of the Department of Public Health, and the Chair and Vice Chair of the Faculty Advisory Committee.

Among many responsibilities, the board sets statewide tuition and student fee policies; establishes financial aid policies; reviews, licenses, and accredits academic programs; and, in collaboration with institutional stakeholders, conducts searches for and selects campus presidents. In addition to governance responsibilities, the board also holds broad responsibilities for development and coordination of statewide higher education policy. Finally, the board appoints the CSCU president and the 17 campus presidents.

The Board of Regents conducts much of its work through the following committees:

- Audit
- Academics and Student Affairs
- Finance and Infrastructure
Human Resources and Administration
Special Committee on Collective Bargaining

CSCU President Terence Cheng

Terrence Cheng was appointed president of the Connecticut State Colleges and Universities system on May 7, 2021, and he began his presidency on July 2, 2021. He served as campus director of the University of Connecticut Stamford campus from 2016 to 2021, where he also served as a faculty member in the English department.

He has also held several academic and administrative leadership and faculty roles which include associate provost/assistant vice president, Academic Programs at Brooklyn College; and associate dean, School of Arts and Humanities, and chair, Department of English at Lehman College. Both institutions are part of the City University of New York.

President Cheng, a first-generation student, earned a bachelor’s degree in English from Binghamton University and an MFA in fiction from the University of Miami, where he was a James Michener Fellow. He is the author of two novels: Sons of Heaven (2002), and Deep in the Mountains (2007), as well as numerous published short stories and essays. In 2005, he received a Literature Fellowship from the National Endowment for the Arts.

CSCU System Office

The CSCU office, headquartered in Hartford, serves as staff to the Board of Regents and facilitates system wide policies and initiatives. Under the leadership of the President, system office staff members advocate on behalf of the 17 CSCU institutions and facilitate collaboration and efficiencies among the institutions. Here are the core system offices reporting to the CSCU president:

- **Academic and Student Affairs**
  Shaping policies and supporting academic programs that enable the CSCU System and its 17 institutions to successfully serve students and provide high-quality academic standards and equitable access to students in pursuit of post-secondary credentials.

- **Finance**
  Developing fiscal and administrative policy, and providing professional advice, fiscal analysis and recommendations on sound financial planning.

- **Government Relations**
  Working with members of the CT General Assembly and the state’s federal delegation on higher education and workforce development.

- **Human Resources**
  Overseeing the employment terms, benefits, and atmosphere for CSCU employees.

- **Information Technology**
Facilitating the collaboration and coordination of information technology across CSCU institutions.

- **Public Affairs & Marketing**
  Advancing initiatives and programs across CSCU institutions and increasing public awareness of our colleges and universities.
Procedure for Candidacy

Nominations, expressions of interest, and applications are invited. Interested individuals should provide a letter describing their interest in and qualifications for the position and a current CV. This material should be sent via email to CSCU's consultants at ProvostCSCU@wittkieffer.com.

This search will be conducted with respect for candidate confidentiality. To receive full consideration, applications should be received by February 4, 2022. The Search Committee will host interviews in late February 2022 and the intent of the President and Board of Regents is to finalize and announce an appointment by May, 2022.

Confidential inquiries, nominations and questions concerning this search may be sent by email to WittKieffer consultants, Lucy Leske and Luis Bertot at ProvostCSCU@wittkieffer.com

CSCU does not discriminate on the basis of race, color, religious creed, age, gender, gender identity or expression, national origin, marital status, ancestry, present or past history of mental disorder, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record. The following persons have been designated to handle inquiries regarding the non-discrimination policies: Nicholas D'Agostino Manager of Affirmative Action, Diversity, and Inclusion Ndagostino@commnet.edu

CSCU IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER, M/F