



## Provost and Executive Vice President for Academic Affairs

**October 2019**

Heidrick & Struggles advises client organizations on the basis of an exclusive consulting assignment.

## University of Connecticut

### The Institution

The University of Connecticut (UConn) is among the top 25 public universities in the nation according to *U.S. News & World Report* and is the State of Connecticut's flagship higher education institution and sole public research university.

A land and sea grant institution founded in 1881, UConn has 14 Schools and Colleges on multiple campuses. The University consists of its main campus in Storrs, four regional campuses, a Law School and Graduate Business Center in Hartford, and a hospital and Medical and Dental Schools at UConn Health. UConn offers a broad range of academic choices, and students learn from outstanding faculty who are widely recognized for their cutting-edge research and expertise.

Investment from the State of Connecticut has been instrumental in the dramatic growth of the University. Over the last two decades, the University has renewed and enhanced its physical campuses through UConn 2000 and 21st Century UConn, a two-phase \$2.3 billion 20-year state investment in the University's future. The landmark program has created more than 9.2 million square feet of new and renovated space for research, teaching, living, and learning.

In 2014, the University and the State of Connecticut launched a groundbreaking effort that is already propelling UConn to the forefront of high-tech research and academics and that will significantly enhance the state's economic development efforts for decades to come. Next Generation Connecticut is a ten-year plan to greatly expand educational opportunities, research, and innovation in the science, technology, engineering, and math (STEM) disciplines at UConn, as well as in the arts and humanities.

The Next Generation Connecticut investments represent one of the most ambitious programs launched at a public research university in recent years. Signed into law in June of 2013, this program combines \$1.67 billion from the state in capital and operating investment with over \$380 million from UConn. The benefits will be felt throughout the state and region in the form of new jobs, research innovations, and companies. The initiative provided for an increase in total student enrollment, creation of the nation's premier STEM honors program, relocation of the Greater Hartford campus from a suburb to downtown Hartford, and the hiring of new faculty in the STEM and humanities fields, all of which have been achieved.

In addition, Bioscience Connecticut is an \$864 million state investment to revitalize the UConn Health campus, expand the University's medical and dental classes, build new business incubators, and create centers of excellence with neighboring institutions. Expansion projects already under way or completed include building a new world-class patient tower and an outpatient ambulatory center, renovating existing facilities, updating infrastructure, and modernizing research laboratories and classrooms. As a result of the state's investment in Bioscience Connecticut, the Jackson Laboratory for Genomic Medicine was constructed on the UConn Health campus.

The overall operating budget for the Storrs and regional campuses is close to \$1.5 billion and over \$1.2 billion for UConn Health. The total economic impact of UConn is estimated at \$3.4 billion annually although the full impact of these major initiatives is yet to be realized.

**Enrollment:**

UConn is a student-centered university that is highly attractive to talented applicants from throughout the state, nation, and world, and total student enrollment is approximately 32,300.

Undergraduate freshmen applications on all campuses have nearly doubled in ten years and now exceed 37,000. Connecticut residents constitute 77 percent of the undergraduate students and 65 percent of the graduate students on the campuses. Applications from out-of-state and international students have increased dramatically. For the term beginning fall 2019, over 23,000 out-of-state and international students applied. Thirty-four percent of the fall 2019 Storrs freshmen were either international or out-of-state students.

UConn's fall 2019 entering class at all campuses included over 180 valedictorians and salutatorians. Fifty percent of the fall 2019 Storrs freshmen class are ranked in the top 10 percent of their high school class. SATs have risen steadily from 1113 in 1995 to 1296 on the redesigned SAT in 2019, moving the University into the realm of selective public and private universities. Fifty-one percent of the undergraduate and 53 percent of graduate students at UConn are women, and minority enrollment across UConn's five campuses now accounts for 37 percent of the undergraduate population. UConn has invested deeply in undergraduate education. The undergraduate retention rate is one of the best in the country. The six-year graduation rate is 85%, which has steadily increased in the last decade. With unparalleled academic support through the Institute for Student Success, students can live, work, and study in an environment that fosters a sense of belonging through the Living and Learning Communities. UConn is committed to providing generous financial aid and mentoring to ensure students from low-income families have access to the university and are able to graduate on time.

**Academic Programs:**

UConn offers an excellent education to highly motivated and talented students. Its Schools and Colleges are increasingly home to prestigious, national academic programs and include the College of Agriculture, Health and Natural Resources; the School of Business; the School of Dental Medicine; the School of Engineering; the School of Fine Arts; the Graduate School; the School of Law; the College of Liberal Arts and Sciences; the School of Medicine; the Neag School of Education; the School of Nursing; the School of Pharmacy; the Ratcliffe Hicks School of Agriculture; and the School of Social Work. UConn offers seven undergraduate degrees in 122 majors and 17 graduate degrees in 100 research and professional practice fields of study.

UConn established its Honors Program in 1964. With approximately 2,200 students enrolled, the Honors Program is highly selective, representing 10 percent of the University of Connecticut's undergraduate population. The academic credentials of these students are impressive. In fall 2019, UConn welcomed 557 students into the Honors Program. On average, these students ranked in the top 4 percent of their high school classes and had average SAT scores of approximately 1450.

There are almost 7,800 students enrolled in graduate and professional programs. There are over 600 Medicine and Dental Medicine students enrolled at UConn Health. The Graduate School programs in psychology, linguistics, kinesiology, and engineering have gained national distinction.

**Research:**

UConn is recognized internationally for the breadth and range of its cutting-edge research. Eighty-five research centers and institutes serve UConn's teaching, research, diversity, and outreach missions. Undergraduate, graduate, and faculty research at UConn drives business development and enhances quality of life in Connecticut and beyond.

With projects sponsored by federal and state agencies, industry, non-profits, and private foundations, UConn's world-class researchers are some of the most active in the country. Research activity at UConn continues to grow, with almost \$220 million in annual research expenditures for FY18. During this period the university submitted over 2,100 proposals and received awards for nearly \$258 million.

**Faculty:**

UConn has over 1,500 full-time faculty at the Storrs and regional campuses (including Law and Social Work). Fifty-four percent of full-time faculty are tenured, 19 percent are tenure track, and the remaining are non-tenure track faculty. UConn Health has approximately 550 full-time faculty members.

Efforts continue to be made to ensure a diverse faculty. Of full-time faculty in fall 2018, women constituted 42 percent of the faculty at Storrs and regional campuses, and 43 percent at UConn Health. People of color constituted 20 percent of faculty as of fall 2018.

The University bargains with faculty who are represented by the American Association of University Professors (AAUP) union. Law school faculty are not represented by a union.

**New Presidential Leadership:**

Dr. Thomas Katsouleas began his term as the new president of the University of Connecticut in August of 2019. President Katsouleas has challenged the university's administration, faculty and staff to undertake the ambitious goals of doubling research and scholarship over the next ten years, broadly expanding meaningful and transformative education at both the undergraduate and graduate level, and continuing the University's commitment to the State of Connecticut and its residents.

## The Position

**Position Summary**

Reporting to the President, the Provost and Executive Vice President for Academic Affairs is the Chief Academic Officer of the University and the second senior-most leader at the University with responsibility for all academic units and operations.

The Provost oversees academic and institutional strategic planning and plays a major role in the budgeting and allocation of University resources. This individual has primary responsibility for the University's academic policies and procedures, academic program planning and implementation, program assessment, student success initiatives, graduate education, institutional research, university libraries, university information technology systems and services, and academic personnel management (including appointments and reappointments of faculty and staff, tenure and promotion, and annual evaluations).

The Provost will work closely a range of campus constituencies, including the University Deans, to develop the University's strategic plan to guide its future direction and trajectory of continued progress and distinction.

## Direct Reports

### The following positions report directly to the Provost:

- **Vice Provost, Academic Affairs** (includes: Assistant Vice Provost for Institute for Student Success, Assistant Vice Provost for Center for Excellence in Teaching and Learning, Assistant Vice Provost for Enrichment Programs and Honors Director, Assistant Vice Provost and Executive Director of the Center for Career Development, Director of the Office of Veterans Affairs and Military Programs, Director of the Student-Athlete Success Program, Director of Academic Policy)
- **Vice Provost, Academic Operations** (includes Humanities Institute, Werth Institute for Entrepreneurship Director, Institute of Systems Genomics Executive Director, Institute for Materials Sciences Director, Institute of the Environment Executive Director, Eversource Energy Center Director)
- **Vice Provost for Graduate Education and Dean of the Graduate School**
- **Vice President, Chief Information Officer (also direct report to President)**
- **Vice President, Global Affairs**
- **Associate Vice President, Institutional Research and Effectiveness**
- **14 Deans of Schools, Colleges, and the Library**
- **4 Regional Campus Directors**
- **Associate Vice Provost for Academic Operations**
- **Assistant Vice Provost for Finance**
- **Director of Administration**

## Responsibilities

### Primary responsibilities include:

- Lead the visioning process as well as the development and implementation of UConn's next strategic plan, working closely with the University Deans and other campus constituencies.
- Drive the academic agenda and facilitate the creation and implementation of programs that support the institution's mission at all campuses of the University.
- Advocate for affirmative action and equal opportunity with the goal to enhance diversity among UConn's faculty.
- Create a dynamic culture that inspires innovation, creativity, intellectual curiosity, excellence, and lifts the institution beyond the status quo.
- Motivate faculty, staff, and students to build an intellectually engaged community that will advance knowledge, research, and service.
- Recruit and retain high quality faculty and staff to support and advance UConn's ambitious plan for expanding the teaching, research, and service missions.

- Foster student academic success and student development.
- Determine and prioritize capital equipment and facilities needs to enable the success of the research and teaching enterprise.
- Assure the University's information technology services and infrastructure are robust and meet the needs of a premier research university.

## The Person

### Qualifications & Experience

UConn seeks a Provost with a bold vision and high energy and a commitment to excellence and innovation in academe. The successful candidate must have a record of outstanding scholarship, which would allow the candidate to have both full professor rank and tenure in one of UConn's academic departments. A Ph.D. or its equivalent is required.

Specific desired qualifications and experience include the following:

- A record of achievement as a transformative leader.
- A strong administrative record at a relevant institution that demonstrates strong collaborative academic management experience, sound judgment, and excellent analytical skills.
- Exceptional management skills that promote effective leadership of a complex organization and relevant budgetary experience.
- The ability to passionately and inclusively articulate UConn's broad-based goals to a variety of audiences. Outstanding listening and interpersonal skills, and an ability to inspire, energize, and engage faculty, staff, and students.
- A strong understanding of the needs of a comprehensive research university and ability to advocate for the public service mission as defined by a land and sea grant institution.
- A track record of increasing diversity and inclusive practices.

### Leadership Capabilities

Visionary Leadership: A vision for higher education that is responsive to the mandate to train the next generation of ethical global leaders.

Innovative Approach: A strong sense of entrepreneurship, innovation, and vision that will help guide the University in determining creative areas of focus for its academic plan. This person should also bring insightful perspective on new advances in pedagogy and student learning.

Collaborative Leadership Skills: A record of transparent decision-making that fosters shared governance. Commitment to the importance of consultation and integrity in the handling of all academic matters is also important as well as the ability to effectively partner with a talented group of deans and other campus leaders.

Commitment to Diversity: Demonstrated commitment to implementing successful programs to promote inclusion and increase diversity among faculty, staff, and students.

Effective Decision-Making Abilities: The ability and courage to make difficult but informed decisions and set priorities.

**Personal Characteristics**

- Manifests an unwavering sense of professional ethics and personal integrity
- Projects strong intellectual leadership
- Values diversity and inclusion through consistent action
- Respects in word and deed people at all levels of an institution
- Articulates and enacts a passion for the mission of public higher education

## Nomination/Application Information

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The University of Connecticut will be assisted by Ellen Brown Landers, Jackie Zavitz and Abby Rudman of Heidrick & Struggles on this search. For optimal consideration, please submit a letter of interest and resume by December 1, 2019. Email submissions are preferred.

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