SEARCH PROSPECTUS:
VICE PROVOST FOR ACADEMIC AND FACULTY SUPPORT
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Founded in 1971, Excelsior College is a regionally accredited, not-for-profit distance learning institution focused on providing educational opportunity to adult learners. Nationally recognized as one of the pioneers in distance learning and the assessment of learning, Excelsior offers affordable higher education opportunities for individuals looking to complete their degree. With a diverse student body and a long history of educating first-generation college students, active-duty military personnel, and veterans, the Excelsior College community is strongly committed to its mission of supporting the academic success and personal growth of their students.

Excelsior College seeks to fill the position of Vice Provost for Academic and Faculty Support with an individual who shares that commitment to supporting the success of adult learners. Reporting directly to the Provost, the Vice Provost will join a leadership team dedicated to delivering on the mission, vision, and values of the institution.
ABOUT EXCELSIOR COLLEGE

HISTORY
Excelsior College was founded in 1971 by the New York State Board of Regents and operated until 1998 as a program under the authority of The University of the State of New York by which degrees and diplomas were awarded during that period. In 1998, the Board of Regents granted the College a charter to operate as a private, not-for-profit, independent institution and, on January 1, 2001, Regents College became Excelsior College.

In the early 2000’s, Excelsior was among the first institutions to develop and offer courses via fully online instruction. Today, an independent board of trustees composed of prominent individuals in the fields of education, business, military, and the professions from across the United States governs Excelsior College, ensuring the College delivers upon the promise of its mission, vision, and values.

MISSION
Excelsior College provides educational opportunity to adult learners with an emphasis on those historically underrepresented in higher education. The College meets students where they are—academically and geographically, offering quality instruction and the assessment of learning.

VISION
Excelsior College is a provider of choice for adults seeking access to higher education and academic success, and it is a model for addressing societal and workforce needs.

VALUES

Accessibility and Completion
Excelsior provides programs and services that meet students where they are academically and geographically, and provides support services needed for completion.

Affordability
Excelsior prudently manages its resources to invest in people and offer high-quality education credentials at an affordable price.

Excellence
Excelsior expects a collaborative effort and full engagement from all to develop and provide programs of exceptional value to students and employers.

Trustworthiness
Excelsior values and practices integrity and honesty in our relationships with students, each other, and the communities we serve.

Equity and Inclusion
Excelsior practices inclusion by welcoming and valuing all students, staff members, and faculty members in our learning community, and providing them with educational opportunities.

Collaboration
Members of the Excelsior community work together to develop, deliver, and sustain high-quality academic products and services for students.
LEADERSHIP
The position of Vice Provost for Academic and Faculty Support reports directly to the Provost and Vice President for Academic Affairs, John Caron. Dr. Caron is the College’s second-ranking officer with strategic responsibilities that span the entire institution. He was named to this position in July 2019 after working for more than 20 years in higher education in various senior leadership positions at nationally recognized institutions such as Endicott College, Johns Hopkins University, Northeastern University, Brown University, and Bennington College.

During his career in higher education, Dr. Caron has worked to remove barriers to success, managed recruitment, provided academic strategic direction, and revamped, retired, and launched new programs. He has served on senior leadership teams and led strategic priorities to align with the vision of the institution. Dr. Caron has also taught undergraduate and graduate courses at community colleges and universities. He is a member of the President’s Council on Diversity & Inclusion at Excelsior College, chaired a task force on diversity, equity and inclusion at Endicott College, and served as a trainer/facilitator for the Social Issues Training Program at the University of Massachusetts at Amherst.

EXCELSIOR’S HOME IN ALBANY, NY
From its early beginnings, 400 years ago as a Dutch settlement, Albany has grown into the diverse, vibrant capital city of New York State, with approximately 1 million people residing in the capital district. From the Albany Pine Brush Preserve to the Adirondack Mountains to the Berkshires, there are a myriad opportunities for outdoor enthusiasts; patrons of the arts and history-lovers will find the Albany Institute of History & Art, the Underground Railroad History Project of the Capital Region, Capital Repertory Theater, the Albany Symphony Orchestra, New York State Museum, and other attractions in the city. A wide variety of restaurants provide diverse dining options and the Capital Craft Beverage Trail promotes the area’s most popular craft beverage facilities, many located in the emerging Warehouse District. The African American Cultural Center of the Capital Region, Inc. provides free arts programs to youth as well as educational, cultural and performing arts events, and other programs. Beautiful churches and cathedrals in downtown Albany also offer an array of worship services and cultural programs.

Excelsior College’s location in Albany brings it into easy proximity for all the city has to offer. Approximately 400 administrators, faculty, and staff work together to advance the mission of the institution and ensure the success of the nation-wide student population of the College.

“Diversity, equity, and inclusion are more than just lofty words. These values demand a life-long commitment to challenging bias, marginalization, and oppression. At Excelsior College, we believe including diverse voices and perspectives in the process of innovation creates impact. Our shared purpose and commitment to these beliefs and values are grounded in the understanding that we are strengthened immeasurably by welcoming and valuing all students, staff, and faculty members.”

—Provost John Caron
ABOUT EXCELSIOR COLLEGE (CONT.)

FAST FACTS
SUMMER 2019

ENROLLMENT: 23,357

DEMOGRAPHICS

Gender
- Female: 11,474 (49%)
- Male: 11,879 (51%)
- N/A: 4 (<1%)

Age
- <24: 2,206 (9%)
- 24–29: 3,965 (17%)
- 30–33: 8,956 (38%)
- 40–49: 5,604 (24%)
- 50–59: 2,205 (9%)
- 60+: 408 (2%)
- N/A: 13 (<1%)

Average: 36.5 years

Race/Ethnicity
- White: 14,342 (61%)
- Black or African American: 4,214 (18%)
- Hispanic: 2,681 (11%)
- Two or More Races: 889 (4%)
- Asian: 707 (3%)
- Unknown: 247 (1%)
- Native Hawaiian or Other Pacific Islander: 143 (<1%)
- American Indian or Alaskan Native: 134 (<1%)

Employment
- Full-time: 74%
- Part-time: 7%
- Not employed: 19%

Military Service
- Active: 35%
- Veteran: 14%
- Non-military: 51%

Enrollment

<table>
<thead>
<tr>
<th>Type</th>
<th>Associate</th>
<th>Baccalaureate</th>
<th>Certificate</th>
<th>Master's</th>
<th>Baccalaureate-Master's</th>
<th>Grad Certificate</th>
<th>Total</th>
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<tr>
<td>Undergraduate</td>
<td>2,869</td>
<td>11,663</td>
<td>50</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>14,582</td>
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<tr>
<td>Graduate</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>1,459</td>
<td>487</td>
<td>0</td>
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<tr>
<td>Nursing</td>
<td>5,832</td>
<td>636</td>
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<td>201</td>
<td>160</td>
<td>0</td>
<td>6,829</td>
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<tr>
<td>TOTAL</td>
<td>8,701</td>
<td>12,299</td>
<td>50</td>
<td>1,660</td>
<td>647</td>
<td>0</td>
<td>23,357</td>
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COURSE ACTIVITY

Overall course completion rates
- Undergraduate: 94%
- Graduate: 96%

GRADUATES OF EXCELSIOR COLLEGE

Graduates in past fiscal year: 6,059
Graduates to date: 177,200

Largest programs:
- Associate in Science in Nursing
- Bachelor of Science in Liberal Studies

Average length of time to degree completion: 2.8 years

EXAM PASS RATE

79% of all exams
6,272 students completing 12,418 exams
The Vice Provost for Academic and Faculty Support provides overall leadership support to the Provost & Vice President of Academic Affairs and oversees the Middle States accreditation process, faculty engagement and professional development, curriculum development, academic policies, learning services (library/bookstore), the Writing Center, the Center for Educational Measurement & Prior Learning Assessment, and special projects as assigned. The Vice Provost for Academic and Faculty Support works closely with the Schools providing guidance and strategic support to the deans and associate deans. This position reports directly to the Provost and is driven by adult student-centered principles and teaching excellence embedded in the Excelsior College mission, strategic plan, and student experience credo.

AGENDA FOR LEADERSHIP

As a key advisor to the Provost and a central leader within academic affairs, the Vice Provost has the unique opportunity to exert substantial impact across the entire institution at an exciting moment in the history of the College. The successful candidate will assist Excelsior College through advancing the following priorities:

Leadership on multiple dimensions
The Vice Provost is the de facto #2 position in academic affairs, requiring that the successful candidate can effectively navigate across a variety of leadership dimensions. This person must be an effective leader within the areas they oversee, creating a positive, fulfilling, and productive work environment for the faculty and staff in this area in order to optimize the learning experience—particularly course development, faculty-student engagement, retention, and degree completion. Faculty and staff seek a leader who can, in the words of one staff member, “Listen, understand, and offer a way forward.” In addition, they must also be an effective colleague and partner, serving as a bridge within the Provost’s office and in coordination with deans of three schools. Finally, as the assistant to the Provost, they must work as a close partner to the Provost by serving as a thought partner, a conduit to the rest of campus, and an advocate for his vision.

Capable of successfully executing multiple large-scale projects
The Vice Provost provides leadership to a number of significant projects, requiring extensive collaboration, decision-making, and project management skills. This position is responsible for serving as the project lead for the College’s
contract with Ellucian, its partner for developing and providing courses. A project of a different nature but similar level of institutional importance is as coordinator of accreditation efforts—both Middle States and, in partnership with the leaders of the respective schools, any program accreditations. This person is also responsible for developing, shepherd through appropriate governance bodies, and ensuring implementation of academic policies and procedures. The Vice Provost will accordingly be an active participant on several college-wide committees in areas such as curriculum, academic integrity, research, and technology.

**Innovation and advancing strategic initiatives**

Excelsior College is at a transitional moment, with the opportunity to take to a new level its mission of degree completion for non-traditional learners. This person will have a passion for innovation and change and for that unique mission, seeking ways to apply it in a renewed way to a dynamic marketplace. The College is in the process of implementing a new student information system, and this person will play a central role in representing academic affairs as part of this effort. In addition, Excelsior is exploring a variety of initiatives that would expand its impact—micro-credentials, more extensive competency-based education and new program development. This person will be important in both decision-making and implementation of the chosen initiatives.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Advise the Provost on administrative, budget, resource, program and academic technology needs.
- Advocate for learning resources and services that promote academic excellence, affordability, and the success of students, faculty, and staff.
- Collaborate with the Associate VP for Enrollment Management and the Associate VP for Student Success identifying opportunities to integrate the learning experience and the student experience.
- Complete special projects assigned by the provost, including to work with the executive staff and college leaders on configuring a new student management system (SIS), develop and implement a micro credentials strategy, and lead an initiative to explore a 100% competency-based education program.
- Develop, streamline and continually evaluate academic policies, and procedures, and ensure new academic programs and changes to existing programs and policies are effectively communicated to various constituencies across the College.
POSITION SUMMARY (CONT.)

• Ensure new academic programs and changes to existing programs and policies are effectively communicated to various constituencies across the College, and that catalogs are updated annually.

• Ensure that library services and the user experience support the learning and research needs of faculty and students.

• Establish multiple pathways for students to achieve their educational goals, work closely with the Schools and the AVP of Analytics, Data & Support to establish, monitor and evaluate retention goals.

• Oversee a collaborative and positive relationship with Ellucian (partner to Excelsior in course delivery) to develop/revise courses that are high quality, consistent, engaging and innovative.

• Oversee faculty workload, promotion, compensation, and the faculty handbook; develop and implement a strategic vision faculty development and for recruiting and retaining faculty from diverse communities.

• Prepare articles, reports and other documents relating to academic engagement for accreditation and regulatory agencies, annual reports, and other College publications. Work with college constituencies on development and execution of internal/external communication plans relating to academic engagement, and academic achievement.

• Promote a culture of academic integrity that educates students about the importance of authentic work, holds students accountable for violations, and supports due process.

• Provide direction and support to direct reports: the Executive Director for Curriculum and Faculty Development, Director of the Writing Center, Executive Director- Center Educational Measurement, Coordinating Manager for Prior Learning Assessment (PLA), and the Director of Learning Services.

• Serve as a member of various college-wide councils and work groups, including Provost’s Council, Dean’s Council, College Curriculum Committee (CCC), Academic Integrity Council (AIC), Institutional Research Board (IRB), and the Academic Technology Council (ATC). Chair the Academic Affairs Council.

• Other job-related duties and projects as assigned.

REQUIRED QUALIFICATIONS

• An earned doctorate.

• A minimum of eight years of experience working in Higher Education or related field (preferably with adult learners and distance education) and at least five years of progressively responsible administrative leadership experience including both supervisory and budgetary responsibilities.

PREFERRED CHARACTERISTICS

• Ability to develop and sustain interpersonal professional relationships, cultivate trust, and demonstrate emotional intelligence.

• Approaches work with grit and with a drive to continue learning (improving one’s abilities, developing new skills, growing in role, demonstrating resiliency)

• Successful experience working with enrolling and serving an ethnically and culturally diverse student population.
APPLICATIONS AND NOMINATIONS

The search is being assisted by Academic Search, Inc. To arrange a confidential conversation about this position, please contact the consultants conducting the search, Dr. Scott Flanagan and Ms. Bethany Zecher Sutton, by email (scott.flanagan@academicsearch.org and bethany.sutton@academicsearch.org) or by phone (202-332-4049). The position is open until filled, but only applications received by May 15, 2020 are assured full consideration. To apply, a candidate should submit a thoughtful letter of interest addressing the leadership agenda, the required qualifications and desired characteristics; a current, long-form resume or curriculum vitae (showing relevant administrative responsibilities and accomplishments); and the names, phone numbers and addresses of at least five professional references, with an indication of the candidate’s relationship to each reference. References will not be contacted until a later stage in the search, and only with the candidate’s foreknowledge.

Nominations and application materials are to be sent to: excelsiorypafs@academicsearch.org

Excelsior College is an Equal Opportunity/Affirmative Action/ADA employer committed to excellence and diversity that strives to enhance our ability to develop a diverse faculty and staff to increase our potential to serve a diverse student population.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Excelsior College in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit www.academicsearch.org/.

Committed to identifying and DEVELOPING LEADERSHIP by providing the highest level of search to our clients and assisting in ENRICHING THE PIPELINE of potential leaders in higher education.