SEARCH PROSPECTUS:

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

University of New Haven
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE SEARCH</td>
<td>3</td>
</tr>
<tr>
<td>ABOUT</td>
<td>4</td>
</tr>
<tr>
<td>LOCATION</td>
<td>5</td>
</tr>
<tr>
<td>LEADERSHIP</td>
<td>6</td>
</tr>
<tr>
<td>ACADEMIC PROGRAMS AND FACULTY</td>
<td>7</td>
</tr>
<tr>
<td>FINANCIAL STABILITY &amp; AFFORDABILITY</td>
<td>7</td>
</tr>
<tr>
<td>THE OPPORTUNITY</td>
<td>7</td>
</tr>
<tr>
<td>AGENDA FOR LEADERSHIP</td>
<td>8</td>
</tr>
<tr>
<td>NOMINATIONS AND INQUIRIES</td>
<td>11</td>
</tr>
</tbody>
</table>
THE SEARCH

The President and community of the University of New Haven invite applications and nominations for the position of Provost and Vice President for Academic Affairs (Provost & VPAA). The University is seeking a Provost & VPAA who will inspire excellence and innovation in pedagogy, student learning, and academic programs and who embraces the University’s mission and core values.

The Provost & VPAA is expected to take office in January of 2022.
ABOUT

The University of New Haven, founded on the Yale campus in 1920, is a private, coeducational university that has been recognized by The Princeton Review and U.S. News & World Report for academic excellence. Located between New York City and Boston in the shoreline city of West Haven, the University is a diverse and vibrant community of nearly 7,000 students from across the globe. The University has been recognized nationally as one of New England’s most comprehensive, small private universities:

• The Princeton Review has included the University each of the last five years in its annual guidebook of the country’s best colleges and universities.

• In U.S. News & World Report’s “Best Colleges” rankings, the University is up nearly 40 spots in the last two years, ranking #59 in the North region. The University’s ranking has improved each of the last three years and it has been recognized by U.S. News as a top tier University for 11 consecutive years.

• U.S. News ranks the University’s engineering programs in the top third of nondoctoral programs accredited by ABET and ranks the University’s undergraduate program in computer science in the top half of computer science programs accredited by ABET.

• In June 2015, the University of New Haven joined the New American Colleges and Universities.

• The University was ranked by G.I. Jobs® in the top 20 percent of colleges and universities recruiting military personnel and is part of the Yellow Ribbon Program.

Centered on its commitment to “Success Starts Here,” the University offers an impressive range of innovative and interdisciplinary programs that prepare students for the jobs of the future. Students immerse themselves in a transformative, career-focused education across engineering, health sciences and health care, business, law enforcement and public service, the liberal arts and sciences, and the fine arts. More than 100 academic programs are offered, all grounded in a longstanding commitment to collaborative, interdisciplinary, project-based learning.

Over the past 17 years, under the leadership of President Steven H. Kaplan, the University has experienced significant growth — both in enrollment and in the expansion of the University’s West Haven campus. Full-time undergraduate enrollment has more than doubled, and first-year applications have nearly quadrupled. In the last decade, the University has completed more than $300 million in major capital projects while launching 40 new academic programs. The University has also added campuses in Prato, Italy, and Orange, Connecticut.

Nearly 30 percent of the student body identifies as a member of an underrepresented group, and 195 have military veteran status.

UNH enrolled a total of 6961 students in fall 2020. Of the 5,097 undergraduate students, 43 percent come from Connecticut, while 56 percent are from out-of-state and 2 percent from foreign countries. For fall 2020, the incoming first-year students had an average high school GPA of 3.48 and an average SAT score of 1,142 (math + verbal). Of the 1,864 graduate students, 41 percent are from Connecticut, 29 percent from other states, and 31 percent from other countries.

The University boasts more than 150 clubs and organizations, and students have access to hundreds of different study abroad programs, including at the Tuscany Campus in Prato, Italy.

The University of New Haven is a member of the athletically and academically prestigious Northeast-10 Conference and NCAA Division II. The teams are known as the Chargers, and the University’s mascot is Charlie the Charger. The University of New Haven offers 18 varsity sports and 440 student-athletes.
LOCATION

The University of New Haven’s vibrant campus community offers something for everyone. Its college-town atmosphere creates a lively environment in which students and members of the community alike enjoy all that the University has to offer. People have called it the best of both worlds – a small, intimate New England campus amidst the excitement of a historic Northeastern city. Situated on 82 acres atop a hill overlooking the New Haven skyline, with views of Long Island Sound, the residential campus is conveniently located a mile north of Interstate 95 between Boston (135 miles away) and New York City (75 miles away). Additionally, the University has satellite campuses in Orange, Connecticut, and Prato, Italy. For more information, click here for the University of New Haven Campus Locations page.

Just 10 minutes away, New Haven is a thriving center for both industry and culture. With seven colleges and universities in the immediate area, it’s also a center for academic and technological innovation. Students and faculty come to New Haven from around the world to immerse themselves in this exciting intellectual environment.

MISSION STATEMENT

The University of New Haven is a student-centered comprehensive university with an emphasis on excellence in liberal arts and professional education. Our mission is to prepare our students to lead purposeful and fulfilling lives in a global society by providing the highest-quality education through experiential, collaborative, and discovery-based learning.

CORE VALUES

We are guided by the following core values. They express the core elements of our culture and how we approach issues and make decisions essential to advancing the University of New Haven Mission.

Student Centered: We place student success at the center of our decisions and activities to cultivate their full potential academically and personally.

Engaged and Inclusive Community: We foster and celebrate diversity, inclusion, equity, access, and belonging, and we strive for continuous improvement.

Impactful Education: We intentionally engage our students in experiential education to prepare them for purposeful and fulfilling lives in a global society.
LEADERSHIP

Since becoming the sixth president of the University of New Haven in 2004, Steven H. Kaplan, Ph.D., has created a bold vision for the University, leading it through a period of remarkable growth and development. Under his leadership, enrollment has grown more than 65 percent to nearly 7,000 undergraduate and graduate students who hail from 48 states and some 57 countries. Full-time undergraduate enrollment has more than doubled, and first-year applications have quadrupled. Over the last decade alone, the University has completed $300 million in construction projects and has launched 40 new academic programs.

In 2016, President Kaplan led the creation of The Charger Challenge: The Campaign for the University of New Haven. Launched as a precursor to the University’s historic centennial in 2020, The Charger Challenge endeavored to raise $100 million to help shape the University’s next 100 years. The centerpiece of the comprehensive campaign was the new Bergami Center for Science, Technology, and Innovation, a state-of-the-art academic facility that opened in August 2020. On April 2, 2019, the University announced that the campaign had exceeded its original goal more than 18 months before the conclusion of its centennial year. President Kaplan increased the goal to $120 million by the end of 2020. In early 2020, the new goal of $120 million was surpassed. In total, the campaign raised $167 million, including $32 million in grants and contracts.

THEN AND NOW

WHERE WE’VE BEEN: 6/30/2002
- 554 first-time freshmen
- 1,800 full-time day undergraduates
- Cash & Investments = $6.7 million
- Total net assets = $22 million
- Long Term Debt = $22 million
- Net investment in plant = $35 million
- Total building sq. ft. = 780,000 sq. ft.
- Not-for-profit perspective

WHERE WE ARE NOW
- 1,379 first-time freshmen
- 4,837 full-time day undergraduates
- Cash & Investments = $135 million
- Total net assets = $227 million
- Long Term Debt = $121 million
- Net investment in plant = $285 million
- Total building sq. ft. = 1.5 million sq. ft.
- Tax-exempt profit perspective

FACULTY

WHERE WE’VE BEEN: 6/30/2004
169 Full-Time Faculty
- 113 or 67% tenured

New Faculty Hires
- n/a

Faculty Compensation
- Among the lowest in state among private institutions

WHERE WE ARE NOW
227 Full-Time Faculty
- 106 or 48% tenured
- Managing mix to 51% tenured
- 18% tenure-track, and 34% non-tenure track

New Faculty Hires
- 136 new faculty hires since 9/1/2012
- Top productivity of new faculty as measured by Google Scholar

Faculty Compensation
- U.S. News Ranking—14th among Regional North Universities (among 177 institutions)
- Among the highest in state among private institutions
ACADEMIC PROGRAMS AND FACULTY

Focusing on excellence in teaching and learning, the University offers students a wide range of educational choices at both the undergraduate and graduate levels with majors and programs of study in engineering, health sciences and health care, business, law enforcement and public service, the liberal arts and sciences, and the fine arts. The University is composed of the College of Arts and Sciences, the Pompea College of Business, the School of Health Sciences, the Henry C. Lee College of Criminal Justice and Forensic Sciences, and the Tagliatela College of Engineering. Students can also expand their intellectual and cultural horizons through study abroad programs, including studying at the University of New Haven’s satellite campus in Prato, Italy — located in the Tuscany region and close to Florence, the cradle of the Renaissance — or by participating in one of hundreds of other study abroad programs.

The University awards bachelor’s and associate degrees in 74 undergraduate majors; master’s degrees in 44 areas of graduate study; and doctoral degrees in criminal justice, engineering and applied science, and health sciences. At the University of New Haven, students find dynamic, responsive, engaging, and pragmatic paths of discovery across a wide variety of disciplines within more than 120 academic programs that are all grounded in a longstanding commitment to collaborative, interdisciplinary, project-based learning.

The University of New Haven boasts a student-to-faculty ratio of 18:1, with an average class size of 20 students. The University has 220 full-time faculty members in addition to part-time and adjunct faculty. Of the full-time faculty, 85.5 percent hold the highest degree in their field.

FINANCIAL STABILITY & AFFORDABILITY

For the fiscal year ending June 30, 2021, the annual operating budget of the University of New Haven was $171 million, with total net assets of $227 million. Net tuition and student fee revenue was $168 million. The investment portfolio is valued at $120 million.

Approximately 93 percent of full-time undergraduate students receive some form of financial aid. For 2020–2021, the average amount from all sources was $22,346.

THE OPPORTUNITY

As the chief academic officer, the Provost & VPAA oversees all academic policies and programs dedicated to fostering the intellectual life of the University and student success and must be a dynamic, innovative leader who combines a deep passion for liberal arts and professional education with the academic, financial, and strategic acumen to offer strong, collaborative, and transparent leadership within the community. The Provost & VPAA will play a leading role in strengthening the University’s identity as an institution dedicated to serving the needs of a diverse student population, promoting service, access, and academic excellence. The Provost & VPAA will be passionate about student success and will engage directly with students to ascertain their needs, interests, and aspirations. The successful candidate will also build deep partnerships with student development, athletics, and other areas of campus to ensure a seamless and well-rounded student experience with academics at the center.

The Provost & VPAA reports directly to the President and will work with the President as a thought partner to support the institutional vision for the future and to develop and implement initiatives to advance the University’s priorities. The Provost & VPAA be a forward-thinking, proactive leader who understands national and regional higher education trends and is able to advance innovation while embracing the rich heritage and values of the institution.

In addition to providing leadership for the faculty, the Provost and VPAA has the following direct reports: the College Deans, the Deputy Provost, the Vice Provost for Policy & Program Coordinator, the Associate Vice President for Institutional Research, the Associate Vice President & Chief Information Officer, the University Librarian, Executive Assistant to the Provost & Office Manager, University Accreditation Officer, Chief Digital Learning Officer, and Director Sponsored Programs.
AGENDA FOR LEADERSHIP

PROVIDE LEADERSHIP FOR THE ACADEMIC INTELLECTUAL ENTERPRISE
The Provost & VPAA will lead faculty, staff, and administrators to pursue focused goals in a clear, purposeful way and boldly champion academic innovation, transformation, and program renewal. The Provost & VPAA should be fluent in the current and emerging topics in higher education, particularly those that are relevant to a regional, private university. Working directly with the Deans and faculty, the Provost & VPAA must engage the entire community in reflecting, visioning, and planning for the future of the institution—which must include creating innovative teaching and learning experiences, reimagining the role and responsibilities of faculty, and fostering a spirit of collaboration within the academic community.

The Provost & VPAA will instill a spirit of teamwork and foster shared governance among both faculty and administration; promote information-sharing, mutual respect, and trust within the community; and serve as a role model who supports diversity, inclusion, and transparency in decision-making. The successful candidate will be a collaborative leader who acts with integrity, possesses the ability to communicate with diverse constituents, and fosters collegiality and clarity in the decision-making process. The Provost & VPAA will work closely with the faculty to maximize opportunities for healthy dialogue, including ongoing engagement in strategic goals and budget development that promotes innovative approaches to teaching and learning.

DEVELOP NEW EDUCATIONAL MODELS AND STRATEGIES
The Provost & VPAA will develop new educational models/strategies that will provide the agility needed to stay ahead of and respond to changes in the macro-environment, and will lead the development of initiatives that embed innovation as a core competency across the academic enterprise. These efforts will also promote enrollment and net revenue growth, strengthen the fiscal health of the institution, and encompass academic and operational best practices that foster high-quality educational experiences for students. The Provost & VPAA will lead the faculty in focused efforts to rethink conventional practices and programs, as well as delivery models, in order to implement innovative approaches to teaching and learning.

CHAMPION EQUITY, DIVERSITY, AND INCLUSION AT THE POLICY AND CURRICULAR LEVELS
The University of New Haven is committed to creating a welcoming environment where all students, faculty and staff are empowered to thrive. There has been progress toward realizing that goal, and the Provost & VPAA will play an important role in accelerating that progress. The Provost & VPAA will champion a campus culture that embeds the values of DEI in its approach to policy and practice and in the curriculum, weaving questions of diversity, equity, and inclusion into the fabric of policy decisions at every level. The
Provost & VPAA will be a visible and vocal advocate for achieving meaningful and lasting DEI by displaying the courage to engage the campus in uncomfortable conversations and face difficult situations. Ultimately, UNH seeks to serve a student body that represents the rich diversity of society and for students of all backgrounds to succeed at a high level; the Provost & VPAA will be an essential driver in this effort.

REIMAGINING THE PROFESSORIATE
The Provost & VPAA will work with the faculty to develop and implement new models for defining faculty roles, responsibilities, and performance measures that align compensation with productivity and desired outcomes. The model will allow faculty to see the connection between their actions and activities and the success of the institution and reward them financially for their contributions, incentivizing a productivity-oriented culture.

Recruiting and retaining talented faculty while invigorating long-serving faculty by supporting ongoing professional development are critical skills for the successful Provost & VPAA, who should create a culture in which faculty achievements are recognized, faculty development is supported, and faculty are held accountable to high professional expectations. In addition, the Provost & VPAA will support the use and further development of qualitative and quantitative measures of accountability for all programs.

RESOURCE DEVELOPMENT AND STEWARDSHIP
The Provost & VPAA must demonstrate financial expertise to manage the largest component of the University’s overall budget; and must be a leader who, with careful critical analysis, discernment, and openness, will help the University define and act on major academic issues and initiatives and who can, once these issues and initiatives have been informed and explored, execute those decisions in the service of the University. The Provost & VPAA, in collaboration with the Vice President for Advancement, will identify and procure new sources of financial support; new foundation, corporate, and federal support; innovative partnerships with other institutions, businesses, and foundations; infrastructure investments; and grant-based revenue streams to support these activities.
PREFERRED QUALIFICATIONS

The University of New Haven seeks a Provost & VPAA who, in partnership with the President and the Cabinet, will lead the University’s efforts to achieve new levels of academic excellence, innovation, and success. The University is therefore looking for someone who possesses a combination of knowledge, skills, and characteristics embodied in the following descriptions. A candidate should be:

- A dynamic and innovative leader with a record of significant accomplishment at a senior leadership level.
- A scholar and educator who possesses a doctoral or terminal degree and the academic credentials suitable for an appointment at the level of full professor.
- A future-oriented thinker with a record of creating a vision and motivating teams to act and deliver on the vision.
- An advocate for academic innovation related to new and emerging trends in higher education and market demand, including the strategic use of technology across the curriculum.
- A leader with a demonstrated commitment to equity, diversity, and inclusion.
- A champion of liberal arts education and professional education with a deep and abiding passion for the University’s mission.
- A leader who shares the community’s commitment to fostering a climate of equity and inclusion and a campus reflective of the world’s rich diversity and who believes in the value of diversity in enriching the learning experience and the quality of life for students, faculty, and staff.
- An experienced planner who has demonstrated good resource stewardship through sound operational budget management and strategic resource planning and allocation.
- A leader with a successful record of resource and partnership development through attracting philanthropic support, securing grants and contracts, and building innovative partnerships with other institutions and with businesses and foundations.
- Someone who understands and is responsive to the changing demands of accreditation and accountability in higher education and is committed to continuous data-driven improvements in academic affairs.
- A consensus builder who embraces open dialogue and renders decisions in an open, honest, and transparent manner and who is willing and able to lead through difficult or challenging situations.
- A team player with strong and constructive problem-solving skills, with the ability to demonstrate grace under pressure.
NOMINATIONS AND INQUIRIES

Academic Search is assisting the University of New Haven in this search. Nominators and prospective candidates may arrange a confidential conversation about this exciting opportunity with one of the two Senior Consultants:

- Cynthia M. Patterson at Cynthia.Patterson@academicsearch.org
- Maria Thompson at Maria.thompson@academicsearch.org

TO APPLY, A CANDIDATE SHOULD SUBMIT THE FOLLOWING:

- A letter of intent addressing how the candidate’s experiences match the position requirements.
- A current CV/resume.
- Contact information for at least five professional references, including email addresses and a brief note on the candidate’s working relationship with each. References will not be contacted without the prior knowledge and approval of the candidate and at a later stage in the search.

Please send materials as an email attachment in Word (three separate documents) to UNHVPAA@academicsearch.org.

For full consideration by the search committee, applicant materials should be submitted by September 27, 2021.

Additional information about the institution can be found at https://www.newhaven.edu/

University of New Haven is an equal opportunity and affirmative action employer.
ABOUT ACADEMIC SEARCH

Academic Search is assisting University of New Haven in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.

Committed to IDENTIFYING AND DEVELOPING LEADERS by providing the highest level of EXECUTIVE SEARCH to our higher education partners.