SEARCH PROSPECTUS:

President

COPPIN STATE UNIVERSITY
EST. 1900
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University</td>
<td>3</td>
</tr>
<tr>
<td>Student Body and Activities</td>
<td>4</td>
</tr>
<tr>
<td>Academic Programs</td>
<td>5</td>
</tr>
<tr>
<td>Board of Regents</td>
<td>9</td>
</tr>
<tr>
<td>Baltimore, Maryland</td>
<td></td>
</tr>
<tr>
<td>Leadership Agenda for the Next President</td>
<td>10</td>
</tr>
<tr>
<td>Desired Experience and Attributes</td>
<td>11</td>
</tr>
<tr>
<td>Institutional Objectives and Outcomes</td>
<td>12</td>
</tr>
<tr>
<td>Application and Nomination Process</td>
<td>13</td>
</tr>
</tbody>
</table>
Coppin State University, a constituent institution of the University System of Maryland, located in Baltimore City, announces the national search for its eighth president. The University seeks an experienced strong, visible leader who will engage broadly and authentically with the diverse University community, internally and externally.

THE UNIVERSITY

Coppin State University, a historically black institution in a dynamic urban setting, serves a multi-generational student population and provides educational opportunities while promoting lifelong learning. The University fosters leadership, social responsibility, civic and community engagement, cultural diversity and inclusion, and economic development. Coppin offers students direct accessibility to caring professors and staff, with a tradition of small class sizes and a welcoming family environment.

Founded in 1900, Coppin was originally created for teacher education and named in honor of Fanny Jackson Coppin, an outstanding African-American educator. Today, Coppin has reaffirmed its dedication to excellence in teaching and student success and maintains its proud tradition as a historically black institution and as a fully inclusive university. The University provides educational access and diverse opportunities for students through excellence in teaching, research, and community engagement, thus, preparing analytical, socially responsible, lifelong learners. Students are prepared for global competitiveness with current substantive knowledge, and relevant skills and approaches.

Coppin is a model public urban liberal arts university located in the northwest section of the City of Baltimore. The University serves not only as a catalyst and connection to the City of Baltimore but also surrounding communities, while maintaining a safe and welcoming environment for students, faculty, and staff.

The University is accredited by the Middle States Commission on Higher Education. In addition, the undergraduate and graduate academic programs are accredited by many specialized agencies appropriate to each discipline.

A great deal of data about Coppin State can be viewed on the University System of Maryland Data Dashboards at: www.usmd.edu/IRIS/?view=CSU.

Coppin State University aspires to be an exemplary modern public institution of higher education by:

- Educating its multigenerational student body through community engaged teaching and learning
- Focusing on research and creative activities to enhance student learning
- Becoming a leader in developing and using data analytics for continuous excellence in student success
Coppin currently enrolls approximately 2,700 students in day, evening, online, and weekend undergraduate and graduate courses. Coppin is primarily a commuter university, complemented by about 680 students living in two residence halls on campus. Approximately 78 percent of the student population is female, and 86 percent are Maryland residents. Seventy-three percent of the students are Pell grant recipients. Approximately 13 percent of Coppin’s students are classified as first-time, full-time students who moved directly from high school to college, while 19 percent are transfer students from other four-year institutions or community colleges. Moreover, 61 percent of Coppin’s students are non-traditional students, many of whom are working adults with young children; overall, 68 percent are first-generation college students.

Coppin participates in NCAA Division I sports as a member of the Mid-Eastern Athletic Conference (MEAC). Men’s varsity teams compete in baseball, basketball, cross country, tennis, and indoor and outdoor track and field. Women’s teams compete in basketball, bowling, cross country, softball, tennis, indoor and outdoor track and field, and volleyball. Coppin’s approximately 150 student-athletes enter with high credentials and graduate at rates above their non-athlete peers. Coppin also offers a variety of student activities, clubs, and organizations, including Greek life.
Coppin prepares its students to be competitive in regional and global markets through its commitment to quality programs in teacher education, criminal justice, business, social and behavioral sciences, information technology, nursing, allied health, health information management, Science, Technology, Engineering, and Mathematics (STEM), fine and performing arts, and liberal arts. Coppin offers 32 bachelor’s and 11 master’s degree programs, 9 certificate programs, and one doctoral degree program within four major academic units: the College of Arts, Sciences, and Education; College of Business; College of Health Professions; and College of Behavioral and Social Sciences. The units also include the School of Graduate Studies, Honors Program, STEM Center, Center for Organic Synthesis, and Center for Nanotechnology.

- **College of Arts, Sciences, and Education (CASE)** - The College is organized into two schools – the School of Arts and Sciences and the School of Education – that house a total of five departments: Humanities; Natural Sciences; Mathematics and Computer Science; Teaching and Learning; and Instructional Leadership and Professional Development. The School of Arts and Sciences delivers a bulk of the University’s General Education Requirements (GER) core curriculum courses. The School of Education graduates boast a 100 percent pass rate on the PRAXIS II Certification examination; many education graduates teach within the Baltimore City Public Schools System.

- **College of Business (COB)** - The College is accredited by the Accreditation Council for Business Schools and Programs (ACBSP). Ranked among the most “innovative small college business departments” by Business Research Guide, the College of Business focuses on experiential learning. Through the excellence of its faculty, staff, students, and administrators, COB provides financial literacy workshops, free tax preparation to the community, partnerships with organizations such as Open Works for job training and
community development, and professional mentoring. Additionally, COB partners with PNC Bank & SPCA of MD for community-related projects and offers the in-person and online B.S. in Management degree to increase college access to students and members of the community. Agreements and other initiatives within the College have been strategic and continuous and serve large constituencies of West Baltimore and beyond.

- **College of Health Professions (CHP)** - The College is organized into two schools – the Helene Fuld School of Nursing and the School of Allied Health. Through the School of Nursing, the College operates two health centers: the Coppin State University Community Health Center and the Coppin Clinic at St. Frances Academy. The health centers have the unique mission to provide health care and health education that is culturally competent and responsive to meet the societal needs, demands, and values of an urban setting. The School of Allied Health is the only higher education institution in the state of Maryland to offer an accredited four-year degree program in Health Information Management (HIM), and it also offers a four-year Bachelor of Science degree in Health Sciences through the Department of Health and Health Education. CHP’s accomplishments include nationally-certified faculty, nationally-accredited programs in Nursing and Health Information Management, and recognition as a National League of Nursing (NLN) Simulation Innovation Resource Center (SIRC), through the Clinical Simulation Center. Nursing graduates also continue to pass the NCLEX, annually, at rates of 75 percent, or higher, and fill healthcare professions within the state.

- **College of Behavioral and Social Sciences (CBSS)** - The College prepares practitioners for the world of work in the human service professions across four departments of study: Social and Political Sciences; Criminal Justice; Psychology, Counseling, and Behavioral Health; and Social Work. CBSS includes the Dr. Dorothy I. Height Center for Social Justice, the Bishop L. Robinson Senior Justice Institute, the Ticket-to-Work Program to assist people with disabilities, and a six-credit study abroad program. CBSS is housed in a ‘smart’ facility, featuring a state-of-the-art forensics lab, a crime scene room, an Independent Living Laboratory, and a geographical information system (GIS) laboratory to provide action-oriented, hands-on, interdisciplinary education that promotes a commitment to service in the community. Addressing workforce and societal needs such as the opioid epidemic, many of Coppin's students who obtain a Masters in Addiction Counseling provide direct assistance to residents within the local community and other parts of Maryland. CBSS also addresses Maryland’s workforce needs in critical shortage and high-growth areas such as correctional services, health care, parole counseling, homeland security, police support for school systems, transit systems, and private security details. Program areas are framed to create innovation and improvement of practice in the fields of law enforcement, correction, and juvenile services; conduct research on effective policy and service delivery; and foster effective partnerships between criminal justice, law enforcement, corrections, public safety, public health, and non-criminal disciplines. Through the Department of Criminal Justice, the University provides retooling and enhancement for advanced student entry into federal, state, county, municipal, and private criminal justice
and corrections agencies. Hands-on justice training and alternative education options are available for university students and current practitioners who wish to advance their skills.

- **School of Graduate Studies** - Offering one doctoral program (Doctor of Nursing Practice), 11 master’s degrees, two certificates of advanced study, two post-master’s and six post-baccalaureate certificate programs, the School of Graduate Studies functions as the supportive and administrative unit for all graduate, post-master’s, and post-baccalaureate programs at the University. Services range from recruitment and enrollment to retention and degree completion.

- **The Honors Program** - The Honors Program focuses on providing courses of highest academic content, character development, and cultural enrichment. The objective is to expose highly motivated students to a research process that prepares them for academic success. The Honors Program also prepares students for success on standardized tests. A major goal of the Honors Program is to prepare honors students for graduate study and professional employment.

- **STEM Center** - The University established a STEM Center in the fall of 2013. Operations within the Center are designed to provide coordination of academic programming and initiatives to strengthen the pipeline of STEM graduates to the Maryland workforce.

- **Center for Organic Synthesis** - The Center is a highly-funded research center founded in 2011 with the objectives to develop strategies to synthesize, purify, and full spectroscopic characterization of small bioorganic molecules that can be used for clinical diagnosis (biomarkers), and to understand the pathogenic mechanisms underlying the clinical manifestations of diseases, that lead to potential new drugs and/or suggested therapeutic strategy. The Center brings undergraduate students together with researchers and faculty members for collaborative research experiences. The Center has established strong collaborative research relationships with local universities and research institutions as well as government agencies, such as NASA, APG, ECBC, Johns Hopkins, and the University of Maryland, and has been financially supported through several funded grants.

- **Center for Nanotechnology** - The Center brings together faculty members and students from the College of Arts, Sciences, and Education for collaborative research. It has benefited from financial support from the Constellation Energy, Technology Development Corporation (TEDCO), the U.S. Department of Education, and the National Science Foundation. The Center’s work focuses on experimental research and development of nano- and bio-technologies as well as on complementary modeling and simulation efforts in computational nanotechnology, computational nanoelectronics, and processes encountered in nanofabrication. A key area of research focuses on clean energy generation and storage as well as on-going projects in the design and simulation of multi-junction photovoltaic cells for solar energy conversion. The Center was recognized as a Nanotechnology Professional Development Partnership Project, which is hosted by Penn State’s Center for Nanotechnology Education and Utilization and is sponsored by the National Science Foundation.
A testament to the University’s commitment to ensuring that the mission is focused on the future of workforce development, Coppin hosted Maryland’s Lieutenant Governor Boyd Rutherford, CEOs and executives, college presidents, and a host of other elected officials and friends to participate in a press conference announcing the passage of a bill to provide at least $2.5 million from the Maryland Higher Education Commission to support a cybersecurity program at Coppin and other Maryland colleges. Governor Larry Hogan signed Senate Bill 615, establishing the Cyber Warrior Diversity Program (CWDP) geared towards training students in computer networking and cybersecurity, including training to achieve specified CompTIA (Computing Technology Industry Association) certifications. Coppin State is preparing to offer credit-bearing cybersecurity courses that will lead to a certificate and, ultimately, expand the credit-bearing certificate program to a degree granting-program. The University will continue to develop its cyber warrior program to meet the needs of the State and its students and to remain competitive in the global marketplace.

Coppin is well-positioned to develop additional certificate programs. With an infrastructure comprised of cutting-edge technology and coupled with state-of-the-art computer science and business programs, the University also plans to develop a competitive data science program. Supported by findings in a recent Blackboard viability study, the University’s plan is to develop additional certificate programs that are easily attainable and accessible to prospective students and expand them into degree-granting programs. Explorations into program expansion in computer science and business are also currently underway.

To learn more about Coppin State University, visit

Organizational Chart: www.coppin.edu/president/orgchart

Shared Governance:
https://www.coppin.edu/sharedgovernance
www.coppin.edu/sharedgovernance/csупolicy
https://www.coppin.edu/FacultySenate
https://www.coppin.edu/staffsenate
https://www.coppin.edu/info/200609/sga

University Magazine:
www.coppin.edu/talon

Campus Virtual Tour:
http://coppinstate.university-tour.com/
Coppin is one of 12 institutions in the University System of Maryland (USM) governed by the USM Board of Regents. The 17 members of the Board of Regents, including one student member, are appointed by the Governor of Maryland. The Board of Regents is responsible for the governance and management of the USM and its institutions, overseeing the System’s academic, administrative and financial operations, formulating policy, appointing the USM Chancellor and the campus presidents and holding them accountable. The Board’s Effectiveness and Efficiency Initiative serves USM’s goals of quality, accessibility, affordability, and accountability. The Board of Regents will make the selection and appointment of Coppin State’s next president, upon recommendations from the search committee and Chancellor.

With a population of over 600,000, Baltimore is Maryland’s largest and leading city, with a long history as an important seaport and as a center for central government, educational, and business activities. Known as Charm City, today Baltimore offers a unique combination of hip, up-and-coming neighborhoods and historic districts, as well as the world-famous Inner Harbor, renowned museums and attractions, award-winning restaurants, and a locally loved music scene. Baltimore is where entrepreneurs and artisans alike have been able to launch their start-ups alongside historical landmarks. To learn more, visit https://baltimore.org/.
Coppin State and the University System of Maryland seek an experienced individual to bring dynamic changes and stable leadership to the University at a critical time in its history. The next president should be a visible leader who can embrace and foster the rich heritage and identity of Coppin as a historically black university while also bringing constituents together to work collectively and collaboratively to lead actions to address the current challenges of the campus and to better serve the current population of students and their needs. The president should lead toward a shared vision and goals, including the institutional objectives and outcomes described within this document (page 12). S/he must be able to engage current faculty, staff, and students; work to increase the recruitment and retention rates of students; and build and strengthen relationships with the surrounding community and other external stakeholders within the state.

In particular, utilizing the University’s existing strengths, the next president must work with the University System of Maryland and across campus to create and implement an enrollment plan to increase recruitment and improve retention of a diverse student body. Substantial increases in the retention, student success and overall enrollment of the campus are fundamental to the viability of the campus and will require substantial focus by the next president and a dedicated engagement by the whole campus. As part of these goals, the next president will need to work with faculty and staff to bolster the curricular and co-curricular programming to keep it current with a rapidly changing world and student needs and to implement the most effective approaches focused on student retention, growth, and success. The next president will likely also need to lead a robust and sensitive analysis of Coppin’s historically strong student experiences in athletics in light of current results, resources and opportunities.

Assisting with the University’s overarching strategic goal to increase enrollment, Coppin must continue to take the leading role in the economic revitalization of its immediate community and more of Baltimore by expanding relationships with area high schools and community colleges to develop dual enrollments and sharing access to its facilities and expertise in the academic disciplines, professional fields, and the fine and performing arts. Through its “Finish 4 Free @ Coppin” program, and through its contribution (along with the University of Baltimore) to USM’s B-Power program, the University is opening new pathways for Baltimore City high school students. The next president will play a vital role in continuing to market Coppin as a beacon for the educational, economic, recreational, and cultural needs of the citizens of Baltimore and the State of Maryland.

Direct reports to the President currently include the Provost and Vice President for Academic Affairs; Vice President for Administration and Finance; Vice President for Enrollment Management and Student Affairs; Vice President for Information Technology and Chief Information Officer; Vice President for Institutional Advancement; Director of Athletics; a Chief of Staff; and two executive assistants. The next president will have the opportunity to articulate roles and responsibilities within Coppin’s administrative and organizational structure to best serve students and their success within an environment of accountability and effectiveness as paramount values of the campus.
The next President of Coppin State University should possess a significant blend of the following aspects of experience, character and leadership:

- An earned doctorate, a comparable terminal degree or an equivalent combination of education and experience.
- Demonstrated ability to embrace and advance the history, mission, and core values of Coppin as a historically black university and institution of access and opportunity.
- The ability to articulate a shared vision for the campus.
- Knowledge of current and emerging issues facing higher education and an understanding of state systems of higher education.
- A student-centered focus grounded in an understanding of the changing demographics and the type of multigenerational, mostly non-traditional student body Coppin serves.
- A proven ability to recruit and retain Coppin's type of students.
- Understanding of, and appreciation for, the appropriate roles of athletics and other co-curricular activities in the student experience and in the university community.
- Experience being a data-informed decision maker, using the rich data available at Coppin on student and curricular outcomes and financial planning and results.
- Experience in building relationships, nurturing alumni engagement, friend-raising, leading successful major gifts campaigns, forging supportive partnerships, and all aspects of fundraising and resource growth.
- A leadership style grounded in strategic thinking, problem-solving and solution-oriented approaches.
- Demonstrated ability and willingness to be a strong, visible, and enthusiastic campus advocate and presence.
- A deep understanding of and respect for shared governance and proven success cultivating a scholarly culture and a strong working relationship with faculty.
- Experience building a team, effectively breaking down silos, and holding individuals accountable.
- Experience managing budgets, accomplishing objectives with limited resources, and creativity in expanding resources.
- Experience effectively connecting with the surrounding community and other external stakeholders, including building relationships and/or partnerships with local businesses and other higher education institutions with the goal of fostering the economic development of the region.
- Demonstrated ability to forge strong community partnerships and serve as a champion for the citizens of Baltimore.
- Experience working with state and local legislatures and a broad understanding of legislative and executive policy and processes.
INSTITUTIONAL OBJECTIVES AND OUTCOMES

Addressing the goals in the University System of Maryland (USM) Strategic Plan, *USM in 2020: A Call to Action*, Coppin aligned its strategic plan to the USM themes and key goals and adopted the following overarching strategic goals for 2016 to 2020 (revised in 2018):

**Increase Enrollment** - Recruit, enroll, and retain high school students, working adults, and transfer students who are seeking a degree or certification for career advancement or economic gain.

**Academic Innovation** - Enhance the academic enterprise and cultivate a robust, enthusiastic faculty to ensure that students engage in the community and graduate, within four years, well-prepared to succeed in careers and other post-graduate opportunities.

**Student Experience** - Address the needs of our multi-generational student population by creating an environment that supports diversity, equity, and inclusion through learning outcomes, inside and outside the classroom.

**External Relationships** - Nurture partnerships and opportunities with alumni, stakeholders, industry professionals, corporations, community organizations, and incubator facilities to expand student career paths and networks while strengthening the capacity to raise private dollars and support University priorities.

**Resource Development and Stewardship** - Develop an infrastructure that supports continuous improvement of human and financial resources and fosters a culture for identifying and obtaining externally-funded grant opportunities and other new revenue streams to achieve the University’s stated goals.

**Information Technology** - Maintain and strengthen IT infrastructure to further enable the current innovative uses of technology for operational and educational excellence.

**Assessment** - Sustain a culture of institutional effectiveness and quality control by strengthening assessment infrastructures and engaging students, faculty, staff, and other university personnel in student success strategies, activities, and programs.

**Data-Supported Decision Making** - Maintain a technology infrastructure that supports campus-wide data democratization and the use of analytics to impact learning and effective University operations.

**Communications & Marketing** - Tell the Coppin story in a way that enhances the public perception of the university to drive enrollment and increase fundraising results while highlighting and promoting research and engagement to garner national attention and leadership.
The University System of Maryland and Coppin State University are being assisted in this search by Academic Search, Inc. Prospective candidates and nominators may arrange a confidential discussion with senior consultants John W. Garland at jwg@academic-search.com, William F. Howard at wfh@academic-search.com, or Shirley R. Pippins at srp@academic-search.com.

Applications and nominations should be submitted electronically to CoppinPresident@academic-search.com and must include a cover letter that addresses the expectations outlined above, a curriculum vitae, and a list of at least five professional references with contact information, including telephone and email, and a note indicating the candidate’s working relationship with each. References will not be contacted without the explicit permission of the candidate. This position is open until filled, but only applications received by August 26, 2019, can be assured full consideration.

Coppin State University is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, creed, color, ethnicity, national origin, ancestry, religion, gender, sexual orientation, gender identity, genetic information, marital status, pregnancy, age, disability status or veteran status. View the EEO is the Law poster for more information regarding your rights under the law.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Coppin State University 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 http://www.academic-search.com/.

Academic Search

Identifying leaders for higher education since 1976.

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.