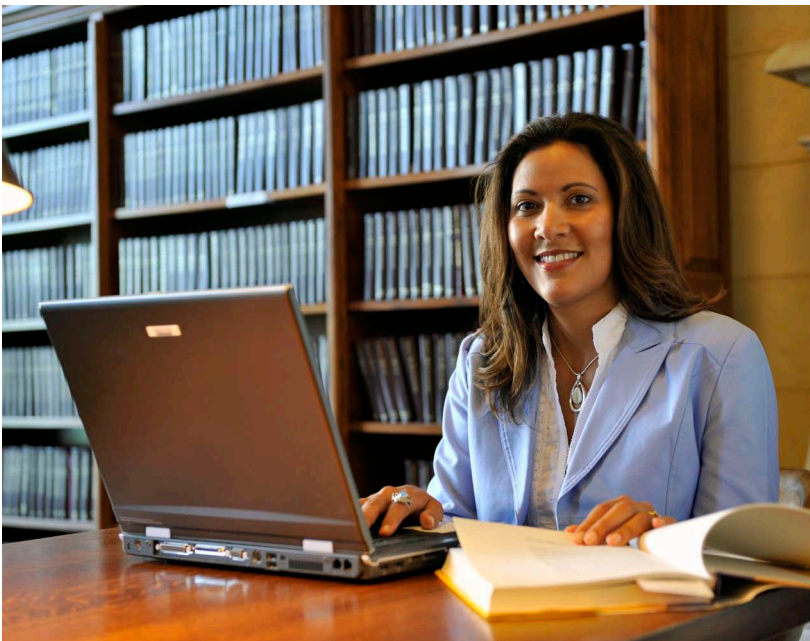




# EXECUTIVE SEARCH PROFILE

PROVOST / VICE PRESIDENT FOR ACADEMIC AFFAIRS

STATE UNIVERSITY OF NEW YORK  
 EMPIRE STATE COLLEGE



R.H. PERRY & ASSOCIATES  
SEARCH COUNSEL TO HIGHER EDUCATION



## THE POSITION

The provost and vice president for academic affairs reports to the president and works closely with the other members of the senior management team of SUNY Empire State College. Office of the President Organization Chart

The provost provides leadership and strategic direction for SUNY Empire State College’s academic affairs, oversees its critical policy development, and is responsible for successfully managing the administrative day-to-day operations of the Office of Academic Affairs.

The provost ensures that key aspects of SUNY Empire State College’s Vision 2015 and Strategic Plan are implemented in order to meet the diverse needs and interests of the college’s students, faculty, professionals, administrators and support staff.

The provost honors the contexts and cultures of the college’s 10 academic centers, while inspiring and leading the entire college community to be highly networked and well coordinated.

The provost, as an ambassador of the college and of open learning, assists the president in continuing efforts to advocate for the college thorough state and federal legislative bodies, and with the SUNY system. S/he speaks both prominently and persuasively to internal and external audiences about matters of critical concern to the college’s mission and its learners, represents and advances the work of the college, especially its multiple modes of mentoring and learning and assessment of students’ prior college-level learning, and helps promote the college’s visibility locally, at the state level, nationally and internationally.

The provost understands and helps ensure that the college responds to the needs of the communities it serves, the state, and the nation.

## THE COLLEGE AND ITS HISTORY

In 1971, Ernest L. Boyer, chancellor of the State University of New York, and Governor Nelson Rockefeller conceived a new college for the state’s public university: a college dedicated to serving the needs of those traditionally underserved by higher education.





## THE COLLEGE AND ITS HISTORY (*continued*)

SUNY Empire State College would invite people into higher education by removing impediments to access such as time, location, institutional machinery, and even curricular custom, as well as habits of learning and teaching. Thus, as today, students individually define their academic needs, purposes and efforts. The college is pliable in supporting them, through its faculty, policies and procedures, to achieve demonstrable college-level learning. This is the animating idea, the root of SUNY Empire State College, which serves as SUNY’s “Open University.”

The college fulfills this mission by providing learning conditions designed to accommodate students with family, work and community responsibilities, and whose pertinent life experiences are evaluated as potential earned credits towards their degrees. At the core of the learning-teaching environment is individualized study using “tutors” and mentors, similar to the Oxbridge system. SUNY Empire State College uses multiple modes of study including, independent studies, intensive residencies, online courses and blended-learning experiences, it offers customized degrees, as most undergraduate students design an individual plan of study, as well as more structured programs. Prior learning assessment, whereby students may earn college credit through assessment of prior learning from work and life experience, is a mainstay at SUNY Empire State College.

The college has a long history of responding to market forces that has resulted in close partnerships with the business and labor communities, government agencies and nonprofit associations that are seeking to provide their employees with a rigorous college education tailored to their needs. Experts from these fields have advised the college on its curricula as well as served as guest speakers to students and advisors to faculty.

The college, which recently received its 10 year reaccreditation from the Middle States Commission on Higher Education, is a member of the SUNY system and one of 13 comprehensive university colleges of arts and sciences.

Academically, the college is organized around 10 centers. Through the Coordinating Center, the college administers and coordinates a statewide network of locations and programs associated with seven regional academic centers (New York State (Niagara Frontier – Buffalo, Northeast Center – Albany, Genesee Valley – Rochester, Central New York – Syracuse, Hudson Valley – Hartsdale, Metropolitan – New York City, and Long Island – Old Westbury). Each of seven regions is served by an academic center with its own administrative staffing and structure, and a variety of associated units.



STATE UNIVERSITY OF NEW YORK



EMPIRE STATE  
COLLEGE



## THE COLLEGE AND ITS HISTORY (*continued*)

The School for Graduate Studies and the Center for Distance Learning are based in Saratoga Springs N.Y., and serve students in New York, out of state and abroad through online, blended and onsite instruction. The Harry Van Arsdale Jr. Center for Labor Studies is based in Manhattan and works closely with trade unions and other organizations of wage earners to provide college degree and other learning opportunities to their members.

In total, the college operates in 34 locations across the state of New York and at 10 sites internationally. Students studying online are from all 50 states of the U.S. and in 50 other countries, thus creating a complex, networked organization global in scope. College Map

The senior administrative officers are based at the Coordinating Center in Saratoga Springs along with key collegewide student services such as Financial Aid, the Office of Veteran and Military Education, services for learners with disabilities and the Office of Collegewide Academic Review, as well as the core corporate services. SUNY ESC Organization Chart

Even though it is a public institution, the college is driven by enrollment. Only a fraction of its budget comes from the state of New York, with the rest from student tuition and fees. The college's total annual operating budget is approximately \$110 million, of which 84 percent comes from tuition, fees and private funding. It is important that the college continues to invest in programs, systems and other resources that will develop and cultivate new student populations, and continuing enrollment growth.



R.H. PERRY & ASSOCIATES  
SEARCH COUNSEL TO HIGHER EDUCATION

## THE MISSION, CORE VALUES, AND CULTURE

The mission and core values of SUNY Empire State College reflect a 39-year-old culture that is at once innovative yet steeped in tradition. Yesterday's innovation morphs into today's tradition challenged by continuing innovation, resulting in a creatively charged environment.

SUNY Empire State College has a shared approach to learning, with the belief that learning is ideally collaborative with student and faculty sharing responsibility and accountability, wherever and however that learning takes place. To that end, the college requires that undergraduate students typically engage in educational planning as an academic course. Through education planning students learn that this collaborative approach to learning applies to planning their curriculum as an academic endeavor and not solely as a student-mentor activity.

SUNY Empire State College is considered an exemplar of what other institutions strive for: diverse modes of instruction that serve diverse needs, assessment of students' prior learning, and an open approach to recognizing transfer credit. These are significant assets and distinguishing characteristics, and with other innovations – many now considered mainstream – have allowed the college to maintain a leadership role in today's competitive environment of open learning.

On July 1, 2010, the college embarked on its Vision for 2015 and Strategic Plan, which will guide the provost and her/his team during that period. Strategic Plan

## COLLEGE GOVERNANCE

The SUNY Empire State College Assembly includes the SUNY chancellor, the college president and all academic and professional staff holding half time or greater appointments. The assembly meets as a whole each year at the All College Conference. Governance Roster

The College Senate acts for the voting membership of the assembly and is comprised of the president, academic center representatives, chairs of standing committees, the SUNY Faculty Senate representative and student representatives. The vice president for administration and provost are members without vote.

The provost plays a key role in ensuring that college governance functions effectively and in a spirit of shared decision making, and according to relevant SUNY bylaws.

The provost also sits on the Program, Planning and Budget Committee, a key advisory body to the president, which provides a valuable interface with the Senate and with the assembly.

## THE STUDENTS AND ALUMNI/AE

SUNY Empire State College is the fourth largest of New York's state-operated institutions by unduplicated headcount. It currently serves more than 20,000 students annually – the largest enrollment in the SUNY arts and sciences college group.

The college's students are from diverse backgrounds, and many are leaders in their communities. Seventy-five percent of the students work full time and manage family and community obligations while enrolled. Their average age for undergraduate students is just over 36 years and at the graduate level, the average age of students is 40 years, and most have earned college credit earlier in their lives. All matriculating students share the goal of achieving an undergraduate or graduate degree.



## **THE STUDENTS AND ALUMNI/AE (*continued*)**

The college has consistently ranked No. 1 in student satisfaction in recent SUNY surveys.

The college's more than 60,000 graduates include members of the U.S. Congress, the state of New York Legislature, and leaders in education, the arts, business, and the civic life of their communities. SUNY Empire State College students develop a strong loyalty to the college, often a result of their own course of study with a mentor and have ongoing contact their mentors after graduation. This supports the positive response to outreach to alumni/ae for resource development.

There is an active Alumni/ae Board of Governors. There is currently one alumnus serving on the SUNY Empire State College Foundation Board as well as the College Council. Alumni/ae also serve as important college connections to their communities, often identifying ways in which the college can be a partner in serving community needs.

## **THE FACULTY, ADMINISTRATION, PROFESSIONAL AND SUPPORT STAFF**

SUNY Empire State College employs approximately 2,000 full- and part-time employees, of which 60 percent are faculty, 20 percent professional employees and administration, and 20 percent support staff. More than 70 percent of the faculty employees are part time. Faculty and professional employees are members of the United University Professions union, and support staff employees are members of the Civil Service Employees Association.

The college community has a wealth of historical knowledge and experience. At the college employees, speak with refreshing candor about challenges and opportunities the college faces. The college encourages and values these perspectives, as well as recognizes that although these diverse views create surface tension, they are useful in our service to students, and to the institution as a whole.

## **OFFICE OF ACADEMIC AFFAIRS**

As vice president of academic affairs, the provost leads a cabinet of three vice provosts (academic development, regional and networked learning, and global and online learning), an assistant vice president for programs, two assistants to the provost, and the provost's secretary. Office of Academic Affairs Organization Chart

The deans of the seven regional academic centers report to the vice provost for regional and networked learning, and the deans of the academic centers for distance learning, graduate studies and labor studies report to the vice provost for global and online learning.

## **COLLEGEWIDE CONFERENCES**

The college has several collegewide conferences each academic year. For example, the annual Student All College Conference brings together students for sharing, support and inspiration. It serves as a public recognition and celebration of students' academic and intellectual achievements and their creative pursuits. The All College Conference for faculty, support staff and professionals, brings together members of all areas of the college to participate in presentations and workshops around a common theme. In addition, the annual Areas of Study meetings offer faculty an opportunity to meet with colleagues in the academic disciplines to discuss research, the development of new academic offerings and the college's academic programs.

## **THE COLLEGE COUNCIL**

The College Council consists of 10 members, including one student, who are appointed by the governor of the state of New York in part based on recommendations from the college.

The College Council has statutory areas of responsibility entrusted by the SUNY Board of Trustees, which is the governing body, including the review and approval of the proposed college budget plan. The College Council represents the taxpayers of the state of New York. In addition to its statutory responsibilities, the College Council provides advice to the president and college administration, affirms that the college is fulfilling its public mission, and receives information about college programs, budgets, enrollments, facilities and student learning.



## THE FOUNDATION BOARD

The SUNY Empire State College Foundation administers and dispenses the monies generated by its fundraising efforts. These monies are used for student scholarships, endowment and other institutional priorities. In addition, the foundation invests in the development of professional staff and faculty, provides seed money for innovation and new program development, and helps provide the infrastructure and tools the college needs to do its job. Board members come with a wide variety of backgrounds, from corporate to nonprofit to policy making and operations. Members include and all are extraordinarily committed to the college, giving significant resources in time, funding, advocacy and knowledge. The provost and the president enjoy a close working relationship with the foundation board members as a group, as well as individually.

## CHALLENGES AND OPPORTUNITIES

SUNY Empire State College faces challenges common to many colleges, including those in a state university system. Among them: continuing growth with declining government funding, burdensome external bureaucracies and competition from other colleges, both within the state university system, in the broader academic community and the private sector.

The provost will assist the president in continuing efforts to advocate for the college through state and federal legislative bodies and with the SUNY system, as well as respond to the needs of the state, the nation and communities where it is located.

An example of this responsiveness is the creation by the college of a Master's of Arts in Teaching program, which prepares career-changing adults for teaching positions in the high-need urban areas of New York and helps alleviate the shortage of teachers statewide. This model is now the basis of expansion into rural areas and to serve other needs. Similarly, in response to work-force needs, the college has developed Bachelor of Science in Nursing, an online degree, and is now developing a Master of Science in Nursing Program. In 2011, the college intends to launch its M.A. in Adult Learning.

Another challenge is the development of systems that will be effective in all the college's academic centers (that prefer autonomy to standardization); serve students using a combination of learning modalities, and employ faculty with a variety of schedules. The college's strategic plan calls for more coordination and coherence among these approaches to ensure equity for learners and employees and to share best practice and foster collaboration across centers.

The plan also calls for a stronger culture of innovation and creativity, sustainable growth, and more effective and direct external communications and marketing.

As vice president for academic affairs, the provost will have the human and other resources that are necessary to ensure that the college remains at the forefront of open learning in its many aspects. As in any institution undergoing major organizational transition, leadership is needed to assure that the innovations and insights of founding and early generation faculty inform current programs and practice. At the same time, leadership is needed to integrate the talents, perspectives and creativity of newer faculty, professional employees, administrative and support staff. A strong commitment to the institution's mission and core values is shared by many of our employees and plays an active role in maintaining a focus on open learning in its increasingly diverse approaches.

## THE POSITION'S RESPONSIBILITIES

### Vision and Leadership

Through the completion and execution of a comprehensive academic plan that is already in development, the provost will adopt, contribute to and implement the college's Vision 2015 and Strategic Plan, ensuring that priorities are clearly communicated and resources applied intelligently; the provost encourages ownership of the plan and its objectives throughout the college; models performance that is both results driven and mission driven; and provides leadership by guiding the college toward wise choices in the development of new academic programs and services.



**In so doing, the provost must:**

- understand the relationship between the administrative offices in Saratoga Springs, N.Y., and the college's academic centers, as well as among the different centers themselves;
- seek opportunities to continue to enhance the quality of the college's work so the institution remains a leader and a model in open learning;
- establish or enhance relations with key leaders, both individual and institutional, in the open learning arena;
- encourage the faculty, professionals and support staff to further engage with their peers in the arena of open learning across the state, nationally and globally, thus ensuring the credibility and strong profile for the college;
- maintain a focus on accountability, student outcomes and academic quality, especially in the context of the Middle States Commission on Higher Education evaluation.

**In the arena of Academic Leadership, the provost must:**

- assure that in a period of continuing growth, faculty, professionals and administrators have the time and capacity to contribute to assessment of learning and institutional effectiveness; to reflect on the findings, and to use them to improve academic quality;
- assure a balance in degree programs between liberal and professional study appropriate to the needs and goals of the students of today and tomorrow;
- develop a vision and supports a culture of innovation to provide academic opportunities and foster scholarship that supports the mission of the college;
- work with faculty and academic administrators to achieve a balance between individualization and structure that addresses the needs of the students the college serves now and in the future;
- continue to drive the college's efforts toward consistency of quality across the institution.

**In the area of Administration, the provost must:**

- work closely with the vice president for administration to ensure all financial operations, including the budget process, financial reporting of expenses, projected enrollment and other funding targets and cash flow projections are met;
- oversee the support and guidance of the college's governance bodies to reflect sound principles of shared governance within the context of the college's tradition, SUNY policies, and the accountability and responsibilities of the president;
- ensure that day-to-day operations of SUNY Empire State College's office of academic affairs are smoothly and efficiently administered;
- work closely with deans and program directors to weigh programmatic priorities and thus ensure the effective deployment of human and other resources so that the college remains responsive and effective.

**In dealing with People, the provost must:**

- understand the roles of and inspire the faculty, professionals and support staff to draw on their knowledge and experience;
- determine best practices that enable employees to function effectively and to see themselves as engaged in a coordinated and coherent endeavor within a networked college;
- establish a solid working relationship with and gain the confidence of students, faculty, administrators, professional and support staff, the college's senate and key individuals in the SUNY system;



- provide resources to, and encouragement for, employees at all levels to engage in professional development, and share their expertise through writing and speaking engagements, and mentoring and training new colleagues, among others;
- get to know students, faculty, administrative professional and support staff and listen to their concerns/issues, find commonalities and encourage cohesion.

**With regard to External relations, the provost must:**

- help further develop the SUNY Empire State College brand as “New York’s Open University,” thereby increasing national recognition in higher education and maintaining the college’s role as an innovator and leader in open learning;
- contribute to the development of an effective external presence, which may include articulating a clear, compelling case for support of SUNY Empire State College, and raising the college’s visibility in the public eye and with the media;
- help maintain and enhance the college’s credibility and working relationship within SUNY and with external audiences on university and state commissions and other bodies whose work could influence, or be influenced by, the college’s programs;
- develop new, and nurture existing, partnerships with other institutions of higher learning, government and nonprofit agencies, trade unions and employers that expand opportunities for learners to complete their college degrees;
- regularly brief members of the College Council and Foundation Board on the status of the college’s academic affairs and relevant governance issues and communicate to members of both groups the implications of relevant key trends and issues, with recommended actions;
- understand the relationships with SUNY, including the university system’s support of the college’s growth;
- help continue the college’s outreach to and engagement of alumni;
- where appropriate, establish personal relationships with major donors;
- become part of an entrepreneurial drive to create new and sustainable sources of enrollment and other revenue.

**FIRST YEAR PRIORITIES**

**The provost will:**

- gain and demonstrate a holistic understanding of SUNY Empire State College – its history and culture, core values and purpose, programs and outreach, structure and organization, finances, funding, policies and the substantive issues critical to the college and its place in the State University of New York system;
- comprehend SUNY Empire State College across its centers, units and programs, and understand the work of faculty, support and professional staff, administration and students;
- understand the unique nature of the college as a learner-centered open university within SUNY’s mostly traditional, campus-based environment;
- develop the provost’s and dean’s councils into two highly effective teams;
- visit all the academic centers and units;
- address the complexities of sustainable growth in college enrollments and offerings, so that new initiatives can be properly supported;



- cultivate a collegial and team-oriented working environment across centers and programs, ensuring collaborative relationships, open lines of communication, and an environment of the highest integrity;
- develop an effective working relationship with the colleges' governance leaders and key standing committees;
- support the college's diversity initiatives to recruit and retain a diverse group of employees, increase diversity among the student body, and enhance the diversity of the college's curriculum; and
- become familiar with the college's key educational partners: community colleges, other SUNY schools, agencies, unions and employers.

## QUALIFICATIONS

### Academic Leadership

#### **Ideally, the successful candidate:**

- possesses an earned doctorate from a regionally accredited institution of higher education;
- has a distinguished record of teaching and scholarly research;
- has been a senior academic administrator for five years or more while leading an important academic program or college;
- understands the philosophical underpinnings of an "open university;"
- is learner-centered;
- has a vision for teaching and learning in the 21st century;
- understands the demands and excitement of mentoring, and the relationship to an ongoing creative intellectual life and to the work of the college;
- has demonstrated success of using innovative and creative approaches to meeting the needs of diverse pedagogical and demographical populations who are traditionally underrepresented in higher education;
- emphasizes academic quality and inspires continued collaboration, dedication and increased accountability on behalf of learners from the entire college community;
- reaffirms the college's unique pedagogical approach and interdisciplinary studies throughout the curriculum as well as elevates the academic quality of programs;
- understands the place of online education in the coming decades;
- has demonstrated knowledge and experience to lead academic human resources from overall strategy to day-to-day practicalities;
- has been successful with partnerships and networks, and has extensive experience with regional and specialized accreditation; and
- has the ability to relate to and interact with the business sector, organized labor and government agencies that look to SUNY Empire State College as a major provider of learning opportunities and degrees for their constituents.

### Interpersonal and Communication Skills

#### **Additionally, the successful candidate:**

- is an outstanding communicator with the ability to connect to people with passion and clarity both in writing and verbally, as the internal leader of and as the external face of the college;



- is comfortable with both formal and extemporaneous presentations;
- is a good listener and consensus builder;
- has the ability to balance diverse agendas and points of view, while maintaining on all fronts a sense of common purpose; and
- possesses a demonstrated judiciousness to understand, assess and address differences throughout the institution.

## **Management**

### **The successful candidate:**

- is a strategic planner, who can develop shared vision for the Office of Academic Affairs, and can translate broad goals and strategies into action;
- has demonstrated success in framing the vision and concepts for generating funding from government, foundations and corporations as well as individuals;
- has familiarity with pursuing and securing grants from public and private donors;
- delegates and holds direct reports responsible for their actions and work plans;
- makes decisions in a timely manner after seeking input from persons that will be affected by these determinations;
- has a demonstrated record of leading through team building;
- has experience in employee relations, preferably in a unionized environment;
- has experience leading an organization going through rapid and successful change;
- has a demonstrated commitment to hiring people of color and other underrepresented groups; values diversity in curriculum, staffing and student populations;
- takes leadership in providing a respectful and civil environment for teaching and learning;
- can develop mutually respectful relationships with faculty, administrative professionals and support staff; and
- demonstrates a management style that is open, collegial, collaborative and transparent.

## **Personal Characteristics**

### **The successful candidate will be:**

- a confident leader who is nonetheless able to subordinate ego to be a valuable team player;
- thick-skinned and emotionally mature with a sense of humor and the diplomatic skill to work with a group of diverse personalities;
- decisive and resourceful, with the organizational sensitivity to gain the support and confidence of the entire SUNY Empire State College community;
- an inspiring leader who can effect change where it is needed;
- a person who values effective management and administration, and has the ability to delegate with a focus on accountability;



- one who fosters the support, confidence and participation of all levels of faculty, staff and administration;
- an individual able to command respect within the college and among peers in higher education;
- a catalyst and risk taker who is able to conceptualize and express ideas, anticipate changing conditions and as act to advance the college's mission in the state, country and worldwide;
- an individual who is committed to and embraces diversity of all kinds;
- entrepreneurial and technologically savvy; and
- energetic and hardworking; willing and able to travel frequently.



# EMPIRE STATE COLLEGE KEY INDICATORS 2009

Investment in Plant, less depreciation:	\$31.25 million
Endowment:	\$10.10
Budget:	\$110.00 million
Tuition:	\$2,485 in-state undergraduate \$4,185 in-state graduate
Unduplicated Headcount Enrollment:	(Undergraduate) 18,408 (Graduates) 1,086 Total 19,494
Average SAT Score:	N/A
Graduation Rate:	7 years: 41%
Living Alumni:	56,975
Number of Full-time Faculty:	181
Tenured:	55%
Faculty Salaries:	Professor: \$98,657 Associate Professor: \$81,070 Assistant Professor: \$64,465
Student/Teacher Ratio:	N/A
Degrees:	Associate in Science; Associate in Arts; Bachelor of Arts; Bachelor of Professional Studies; Bachelor of Science in Nursing; Master of Arts in Labor and Policy Studies; Master of Arts in Social Policy; Master of Arts in Liberal Studies; Master of Business Administration; Master of Arts in Teaching
Library Volumes:	60,000 electronic books and tens of thousands of journals in electronic form, all of which are accessible online anytime, anywhere-as long as one has a computer with an Internet connection



## APPLICATION PROCEDURES

To be considered, candidates should send via e-mail, as Adobe pdf or MSWord attachments, a cover letter that addresses the challenges and qualifications listed above, a current resume, and the names, phone numbers, and e-mail addresses of five references to **ESC@rhperry.net**. Applications are due by **October 10, 2010**, when screening will begin.

## FOR FURTHER INFORMATION CONTACT:

DR. ALLEN E. KOENIG, *Senior Partner*

Telephone: (614) 798-0538

Fax: (614) 798-0540

R.H. PERRY & ASSOCIATES

2607 31st Street, NW

Washington, DC 20008

[www.rhperry.net](http://www.rhperry.net)

## POLICY

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

*SUNY Empire State College is an AA/EEO/IRCA/ADA employer*

[www.esc.edu](http://www.esc.edu)

