

HEIDRICK & STRUGGLES

Organization, Position & Person Profile



University of
Connecticut

Provost and Executive Vice President for Academic Affairs

June 2017

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

The Organization

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

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

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

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

The Next Generation Connecticut investments represent one of the most ambitious programs launched at a public research university in recent years. Signed into law in June of 2013, this program combines \$1.67 billion from the state in capital and operating investment with over \$380 million from UConn. The benefits will be felt throughout the state and region in the form of new jobs, research innovations, and companies. The plan includes an increase in total student enrollment, creation of the nation's

premier STEM honors program, relocating the Greater Hartford campus to downtown Hartford, and the hiring of new faculty.

In addition, Bioscience Connecticut is an \$864 million state investment to revitalize the UConn Health campus, expand the University's medical and dental classes, build new business incubators, and create centers of excellence with neighboring institutions. Expansion projects already under way or complete include building a new world-class patient tower and an outpatient ambulatory center, renovating existing facilities, updating infrastructure, and modernizing research laboratories and classrooms. As a result of the state's investment in Bioscience Connecticut, the Jackson Laboratory for Genomic Medicine has opened a new facility on the UConn Health campus that will enable Connecticut to assume a position of global leadership in developing new medical treatments tailored to each patient's unique genetic makeup.

The overall operating budget of the University is approximately \$2.3 billion. The total economic impact of UConn is estimated at \$3.4 billion annually although the full impact of these major initiatives is yet to be realized.

Enrollment:

UConn is a student-centered university that is highly attractive to talented applicants from throughout the state, nation, and world, and total student enrollment is approximately 32,000.

Undergraduate freshmen applications on all campuses have nearly doubled in ten years and now exceed 37,000. Connecticut residents comprise 77 percent of the undergraduate students and 63 percent of the graduate students on the campuses. Applications from out-of-state and international students have skyrocketed. For the term beginning fall 2016, more than 23,000 out-of-state and international students applied. Thirty-six percent of the fall 2016 Storrs freshmen were either international or out-of-state students.

UConn's fall 2016 entering class at all campuses included over 180 valedictorians and salutatorians. Fifty-one percent of the fall 2016 Storrs freshmen class are ranked in the top 10 percent of their high school class. SATs have risen steadily from 1113 in 1995 to 1233 in 2016, moving the University into the realm of selective public and private universities. Fifty percent of the undergraduate and 52 percent of graduate students at UConn are women, and minority enrollment across UConn's five campuses now account for 31 percent of the undergraduate population.

Academic Programs:

UConn offers an excellent education to highly motivated and talented students. Its Schools and Colleges are increasingly home to prestigious, national academic programs and include the College of Agriculture, Health and Natural Resources; the School of Business; the School of Dental Medicine; the School of Engineering; the School of Fine Arts; the Graduate School; the School of Law; the College of Liberal Arts and Sciences; the School of Medicine; the Neag School of Education; the School of Nursing; the School of Pharmacy; the Ratcliffe Hicks School of Architecture; and the School of Social Work. UConn offers seven undergraduate degrees in 113 majors, 17 graduate degrees for nearly 85 fields of study, and professional degree programs. Last year, 5,197 bachelor's, 1,750 master's, 379 Ph.D., 195 J.D. / LL.M., 99 Pharm.D., 82 M.D., and 34 D.M.D. degrees were awarded.

UConn established its Honors Program in 1964. With approximately 2,150 students enrolled, the Honors Program is highly selective, representing 11 percent of the University of Connecticut's undergraduate population. The academic credentials of these students are impressive. In fall 2016, UConn welcomed 517 students into the Honors Program. On average, these students ranked in the top 5 percent of their high school classes and had average SAT scores of approximately 1400 (1450 new SAT equivalent).

There are 7,810 students enrolled in graduate and professional programs. There are nearly 600 Medicine and Dental Medicine students enrolled at UConn Health. The Graduate School programs in psychology, linguistics, kinesiology, and engineering have gained national distinction.

Research:

UConn is recognized internationally for the breadth and range of its cutting-edge research. More than 100 research centers and institutes serve UConn's teaching, research, diversity, and outreach missions. Undergraduate, graduate, and faculty research at UConn drives business development and enhances quality of life in Connecticut and beyond.

With projects sponsored by federal and state agencies, industry, non-profits, and private foundations, UConn's world-class researchers are some of the most active in the country. Research activity at UConn continues to grow, with over \$260 million in annual research expenditures, a \$68 million (57 percent) increase in

grants awarded between 2013 and 2016 at the Storrs and regional campuses, and a \$16 million (30 percent) increase at UConn Health between 2015 and 2016.

Faculty:

UConn has over 1,500 full-time faculty at the Storrs and regional campuses (including Law and Social Work). Fifty-five percent of full-time faculty are tenured, 21 percent are tenure track, and the remaining are non-tenure track faculty. UConn Health has approximately 490 full-time faculty members.

Efforts continue to be made to ensure a diverse faculty. Of full-time faculty in fall 2016, women constituted 41 percent of the faculty and this may be compared to 26 percent in 1995. Minorities (including non-U.S. citizens) constituted 23 percent of full-time faculty as of fall 2016. This compares with 12.7 percent minority faculty in 1995.

Faculty qualifications at UConn are consistent with its status as a leading public research university. All faculty, regardless of campus affiliation, are required to meet the same standards of preparation and qualifications.

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

The Position

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

The Provost oversees academic and institutional strategic planning, and plays a major role in the budgeting and allocation of University resources. This individual has primary responsibility for the University's academic policies and procedures, academic program planning and implementation, administration of the research enterprise, program assessment, enrollment management, student success initiatives, graduate education, institutional research, public engagement, university libraries, university information technology systems and services, and academic personnel management

(including appointments and reappointments of faculty and staff, tenure and promotion, annual evaluations).

The following positions report directly to the Provost:

- Vice Provost, Academic Affairs
- Vice Provost, Academic Operations
- Vice President, Research
- Vice Provost, University Libraries
- Vice Provost, Chief Information Officer
- Vice Provost, Strategic Initiatives
- Assistant Vice Provost, Executive Director, Center for Career Development
- Associate Vice Provost, Institutional Research and Effectiveness
- 13 Deans of Schools and Colleges
- 4 Regional Campus Directors
- Executive Director, Genomics & Personalized Medicine
- Director, Institute of Materials Science
- Director, Center for Public Health & Health Policy

Primary responsibilities include:

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

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

The Person

Qualifications & Experience

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

Specific desired qualifications and experience include the following:

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

Leadership & Management Behavioral Competencies

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

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

Collaborative Leadership Skills: A record of transparent decision-making that fosters shared governance. Commitment to the

importance of consultation and integrity in the handling of all academic matters is also important as well as the ability to effectively partner with a talented group of deans and other campus leaders.

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

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

Personal Characteristics

- Unwavering sense of professional ethics and personal integrity
- Strong intellectual leader
- Values diversity and inclusion through consistent action
- Treats people at all levels of an institution with respect
- Passion for the mission of public higher education

Nomination/Application Information

The University of Connecticut will be assisted by Ellen Brown Landers, Jackie Zavitz and Tracie Smith of Heidrick & Struggles on this search. Initial review of applications will begin immediately. Email submissions are preferred.

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The University of Connecticut is committed to building and supporting a multicultural and diverse community of students, faculty, and staff. The diversity of students, faculty, and staff continues to increase, as does the number of honors students, valedictorians, and salutatorians who consistently make UConn their top choice. More than 100 research centers and institutes serve the University's teaching, research, diversity, and outreach missions, leading to UConn's ranking as one of the nation's top research universities. UConn's faculty and staff are the critical link to fostering and expanding our vibrant, multicultural and diverse University community. As an Affirmative Action/Equal Employment Opportunity employer, UConn encourages applications from women, veterans, people with disabilities, and members of traditionally underrepresented populations.