



Provost and Senior Vice President for Academic Affairs

Utica University, located in the heart of Central New York, seeks nominations and applications for the position of Provost and Senior Vice President for Academic Affairs. Utica University seeks an innovative and exceptional leader with a strong record of academic accomplishment to serve in this key leadership position and help lead the senior management team under the institution's recently appointed tenth President Todd Pfannestiel. The new Provost and Senior Vice President for Academic Affairs will have the opportunity to develop and advance a vision of progressive education, student success, improved graduation and retention, in collaboration with a dynamic faculty and staff and a supportive administration.

OVERVIEW

A comprehensive, independent, coeducational private institution of higher education located in the heart of Central New York, Utica University offers an academic experience that is deeply engaging and enriching, with a vibrant and diverse community of life-long learners. Excitement, enthusiasm, and gratitude are common themes used by Utica University graduates when describing their experiences at the institution. From its post-World War II founding to serve area veterans through its early adoption of online learning and its development of cutting-edge programs, Utica University has remained flexible and innovative, growing, and thriving through its commitment to meeting the demands of an evolving marketplace and the needs of the communities it serves. The 128-acre campus situated on the western edge of Utica provides the Utica University community with a special home – an intimate place to work, learn and grow. In addition, the institution's other campuses located in Syracuse, Albany, and St. Petersburg (FL) extend the University's educational excellence to other populations of students.

HISTORY

Founded in service to the families of the Mohawk Valley and their World War II veterans, Utica University has never veered from its original purpose. Since the first faculty member stood before the first student in the first class on Oneida Square, generations of Utica University faculty, staff and administrators have distinguished themselves by the depth of their commitment

to engaging students where they find them; stimulating their imaginations and hearts, and challenging their determination of what's possible.

Originally established by Syracuse University in partnership with Utica-area business and civic leaders, Utica College applied for and received its own accreditation in 1978. A 1995 agreement afforded Utica governance and autonomy as an independently chartered institution; however, Utica and Syracuse maintained an academic relationship, whereby Utica undergraduates continued to earn the Syracuse baccalaureate degree. Since 1998, the College has offered graduate degree programs, including master's and doctoral options in a broad range of fields. Utica College conferred its own first graduate degree in 2000. In the fall of 2008, the College announced that it would transition to full independence, with the entering freshman and transfer classes of fall 2010 becoming the first class of a truly independent Utica College. Finally, in 2021 the New York State Department of Education subsequently approved the institution's University status in recognition of the institution's development of multiple graduate degree programs across a variety of disciplines.

Today's Utica University is a leader among educational institutions: a progressive, creative and adaptive enterprise fully committed to the exploration of pedagogical and structural innovation. The University graduates fundamentally well-educated men and women, able to guide the course of their own lives, and shape the contributions they will make to the world in which they live.

UTICA UNIVERSITY TODAY

Following a series of enrollment challenges due in large part to a combination of pandemic pressures as well as the headwinds facing much of private higher education across the country, Utica University has recently rebounded and sees a bright future ahead. New student enrollment at the institution increased by over 35% from Fall 2022 to Fall 2023 and appears poised to maintain those levels entering the Fall of 2024. While maintaining its commitment to its traditional programs, the University also recently undertook a difficult academic program review resulting in the decision to sunset a dozen significantly low-enrolled majors while simultaneously beginning new ones in undergraduate teacher certification among other disciplines. For several years the University has maintained nationally-recognized programs in cybersecurity, nursing, construction management, and other disciplines, forging a well-deserved reputation for degree generation in disciplines desired by prospective students and valued by employers.

The University has dedicated a number of new facilities in the past five years, including a new state-of-the-art academic building serving the sciences, the Thurston Hall construction management building, the new Wilcox student intercultural center, Pioneer Village (an apartment-style student housing complex), and the recently completed Laura M. Casamento track and turf field to supplemental the existing football stadium. This growth supports the already existing 135,000 square-foot Hutton sports and recreation dome, the Robert Brvenik Center for Business Education in Utica's downtown financial district, and the institution's expansion into the Utica University Nexus Center which hosts the institution's women's ice hockey team, the sports management program, and sports and entertainment for the entire region.

Utica University currently enrolls approximately 3600 full- and part-time students on campus and online, including 2400 undergraduate and 1200 graduate students. International student enrollment has grown significantly over the past year, with over 170 students enrolled at the institution at the start of 2024, and another 150 anticipated in the coming year.

STRATEGIC PLAN

The University is currently undertaking a new strategic planning process to develop a three-year plan that will lead the institution into its next Middle States Commission on Higher Education reaccreditation visit in 2027. The next Provost and Senior Vice President for Academic Affairs will be expected to play a leadership role in implementing that plan and preparing the University for a successful reaccreditation cycle. The current strategic plan, approved by the University's Board of trustees in 2020, established the institution's current mission, values, and vision.

MISSION, VALUES, AND VISION

Mission

We empower learners to achieve their career and life goals through personally enriching experiences and outstanding educational pathways.

Values

The University's mission rests upon a foundation of values that guide our decisions and actions:

- Individual attention
- Intellectual growth, creativity, and scholarship in the pursuit of knowledge
- Innovative and relevant approaches to teaching and learning
- Diversity of perspective, background, and experience in an equitable, respectful, and inclusive environment
- Freedom of expression and civil discourse
- Community engagement and service
- Ethical behavior and integrity
- Continuous pursuit of excellence

Vision

We will focus our innovative energy on inspiring learners to create a future beyond their imagining.

A BOLD MOVE FOR TODAY

To address the national concern of college affordability, and to remain accessible to middle class and traditional disadvantaged students, Utica University successfully reset its tuition in 2016 following an intensive 18-month study. More than 90 percent of Utica University students

receive financial aid assistance through scholarships, grants, loans, and other forms of financial aid. Aid packages typically offset more than half of the cost of tuition.

DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Utica University holds a strong commitment to fostering diversity in background, perspective, and experience within an environment that is dedicated to the freedom of expression and the open sharing of ideas. At Utica University, diversity means that we are a community that represents a range of human experience and makes conscious choices to appreciate, respect, and learn from each other. This commitment is further supported by the University's Statement of Principles Regarding Expression on Campus found at <https://www.utica.edu/principles>

The Utica University community of students, faculty, and staff reflect a diversity of experiences, opinions, gender identities, racial, and cultural backgrounds where students learn to respect differences, take responsibility for their actions, and exercise leadership.

GOVERNANCE

The Board of Trustees is the governing body of the University. Its members include alumni, friends of the University, and community leaders. Officers include a chairperson, three vice chairpersons, and a secretary. There are 22 additional members of the Board along with the University President, who serves as an ex-officio member of the Board.

ABOUT THE PRESIDENT

Todd Pfannestiel became the tenth president and fifteenth chief executive officer of Utica University on August 1, 2023, following a national search after previously serving as the institution's Provost and Senior Vice President for Academic Affairs for the preceding five years. Todd earned his Ph.D. in history from The College of William and Mary where he studied as a Woodrow Wilson Foundation Andrew Mellon Fellow in the Humanities. Prior to assuming the presidency, Todd was a long-time faculty member at Clarion University where he had multiple publications and numerous teaching awards. He subsequently served as Dean, interim provost, and acting President at that institution before joining Utica in 2018.

PRESIDENT'S CABINET

The President's Cabinet includes senior university administrators who serve as a resource to the president and to the Board of Trustees committees. Cabinet level positions include the Provost and Senior Vice President for Academic Affairs; Senior Vice President for Market Innovation, New Ventures, and Online Learning and Extended Studies; Vice President for Enrollment Management; Vice President for Advancement; Vice President for Financial Affairs and Treasurer; Vice President for Diversity, Equity, Inclusion and Student Transitions; Vice President for Facilities and Emergency Management; Vice President for Human Resources/Personnel Development; Vice President for Institutional Technology; Vice President for Presidential Affairs and Marketing/Communication; the Director of Physical Education and Athletics; and the Special Assistant to the President.

ACADEMIC (PROVOST’S) CABINET

The Academic Cabinet includes the Dean of Humanities and Social Sciences and the Dean of Natural Sciences and Mathematics, who co-lead in the School of Arts and Sciences; Dean of the School of Business and Justice Studies; Dean of the School of Health Professions and Education; Senior Associate Provost; Dean of Student Living; Dean of Student Success; Dean of the Center for Faculty Excellence; Dean of the Library; and the Registrar.

STUDENT LIFE

Utica students thrive in a community that is ethnically, socio-economically, and culturally diverse. The College serves a diverse student population: residential, commuter, adult and online, with students representing 48 states and 39 countries.

The diversity of experiences available to students expands their possibilities. Along with career preparation, students have a firm grounding in a broad arts and sciences curriculum through general education courses and liberal arts electives. They learn by doing, as they engage in internships, pure and applied research, leadership and service activities, and off-campus study, including a number of overseas programs in several countries. They learn in a community with students from across the nation with differing backgrounds. Such experiences not only foster students’ cultural sensitivity, but also widen their viewpoints and their future prospects.

Students are involved in more than 100 campus organizations. The Utica University Pioneers compete in 25 NCAA Division III sports as a member of the Empire 8 Conference and the United Collegiate Hockey Conference, with the most recent addition of women’s gymnastics and men’s and women’s wrestling. Over 35 percent of undergraduate on-campus students participate in intercollegiate athletics. A wide selection of intramural and club sports provides additional recreational opportunities, as well as the recent creation of a nationally competitive eSports club housed in a new eSports arena on campus.

Most first-year undergraduate students reside on campus, with a two-year residential requirement, excluding those who commute from nearby family homes. Themed Housing units provide an exciting and unique experience for students to become even more involved with the campus community by living with students who share the same interests, and with a faculty/staff mentor that also shares those same interests and works with the residential floor.

LOCATION

The City of Utica is the county seat of Oneida County and an economic and cultural hub of the beautiful Mohawk Valley. Located approximately 45 miles east of Syracuse and 90 miles northwest of Albany, Utica is undergoing a revitalization and reinvention focused on nanotechnology, healthcare, higher education, and industrial services.

A diverse and inclusive community – known as the “Second Chance City” and home to one of the largest refugee populations in the United States – Utica offers a vibrant cultural scene

supported by first-rate facilities such as the historic Stanley Theatre and Munson-Williams-Proctor Museum of Art.

Outdoor and athletic opportunities include the Boilermaker Road Race (one of the largest 15K races in the country) and close proximity to both the mountains and lakes of the Adirondacks as well as the Thousand Islands of the Saint Lawrence River. In addition, the Utica University Men's ice hockey team and the Utica Comets of the American Hockey League regularly sell out the Utica Memorial Auditorium, providing both a source of pride and economic benefit to the city. The Utica University women's ice hockey team recently occupied the newly constructed Nexus Center in November 2022, for which the University secured naming rights soon after.

Utica University is an important resource for the greater Utica-Rome metropolitan area and the Mohawk Valley. It plays a vital role not only in providing myriad educational, cultural and athletic opportunities, but also in service as a part of the economic growth of the entire region. Students participate in internships, clinical placements, and practicums in hundreds of agencies, businesses, and facilities throughout the region. Utica University's commitment to the community and the revitalization of the City of Utica is perhaps best illustrated by the decision to relocate the business programs in the heart of downtown. Busloads of students and faculty members commute daily to the Robert Brvenik Center for Business Education, a state-of-the-art educational facility, located in a beautifully restored early twentieth-century building, the Clark City Center.

ACADEMICS

The foundation of the Utica University academic experience is a commitment to integration of the liberal arts, professional study, and co-curricular experiences. The institution is committed to students gaining a broad base of knowledge and skills through liberal arts and sciences that compliment programs with a career focus, developing life-skills that prepare students for life-long learning and career development. Co-curricular student experiences are exceptionally important to this development and are another aspect to Utica University's Academic Promise. At Utica, a broad liberal-arts core of classwork is combined with opportunities for learning that students gain while outside the classroom, engaging in the community and with colleagues and peers.

The University provides a level of personal attention unimaginable at larger institutions. Whether held on campus or online, classes are small and interactive – with a typical class size of 18 students and an average 12:1 student-to-faculty ratio. This level of personal attention could not exist without a dedicated and talented faculty. As of the fall of 2023, the faculty includes 174 full-time members, most holding doctorates or the highest degree in their field. The 209 part-time and adjunct faculty members are dedicated to excellence in teaching, both on campus and online, and to sharing their industry and professional experience.

In addition to the main campus in Utica, there are academic sites in Syracuse, NY, Albany/Latham, NY, and in St. Petersburg, Florida that are currently devoted to an accelerated second-degree program in nursing.

The University's academic structure includes the schools of Arts and Sciences, Business and Justice Studies, and Health Professions and Education. Utica University is always moving forward with innovative programs and pedagogies that expand access and improve quality. Utica University offers over 50 undergraduate majors, 40 minors, and 28 graduate degrees including four doctorates. There are also numerous pre-professional and special programs. The University also offers online bachelor's and master's degrees and certificates across a range of disciplines. Online programs are mainly asynchronous, offering quality programs when and where it is convenient for students. The University works closely with several external partners to assist in the delivery of these programs. A full listing of academic credentials may be viewed at <https://www.utica.edu/academics/programs>

Faculty across all three schools are highly-credentialed, with many possessing applicative experiences outside of higher education. Several faculty are recipients of the prestigious Virgil Crisafulli Distinguished Teaching Award, the highest teaching honor at Utica University, as well as the Harold T. Clark, Jr. Award for professional accomplishment. Members of the faculty have received numerous competitive grants and Fulbright Fellowships. Many are active in research with undergraduate students. Some of these students have received external grants and fellowships to support their research and have published their work in journals and presented their findings at regional and national scientific conferences. All students have opportunities to engage in interdisciplinary experiences and find active engagement in the community, commencing with the "Pioneer Pitch-In" day prior to commencing their studies.

ACCREDITATIONS

Utica University is fully accredited by the Middle States Commission on Higher Education, with its next site visit to occur in 2027. In addition, a number of programs have been accredited or given recognition by discipline-specific accrediting agencies, including Business, Chemistry, Construction Management, Education, Nursing, Nutrition, Occupational Therapy, and Physical Therapy. The University's cybersecurity program also is recognized as a National Center for Academic Excellence in Cyber Defense Education by the National Security Agency and U.S. Department of Homeland Security as well as a National Center of Digital Forensics Academic Excellence by the Defense Cyber Crime Center.

FRANK E. GANNETT MEMORIAL LIBRARY AND LEARNING COMMONS

The Utica University Library's General Collection supports the academic curriculum. This Collection contains: nearly 200,000 books, over 100 online databases, 800 print journals, 5,000 electronic journals, and 600 electronic books. The library is housed in a 67,000-square foot, 3-story building named in honor of benefactor Frank E. Gannett, founder of the Gannett media corporation. Student and research accommodations include individual carrels, table seating, group study rooms, lounge/reading areas and several computer workstations.

OPPORTUNITIES AND CHALLENGES

Utica University is a dynamic institution with high-quality academic programs, a caring community culture, highly dedicated faculty and staff, and a tradition of innovation. The opportunities and challenges below particularly relate to the role of Provost and Senior Vice President for Academic Affairs.

- **Communication.** The University's close-knit community and its willingness to be innovative as the institution has evolved have always been strengths. In addressing new issues as well as old, it is important for the Provost to be an excellent communicator and listener and continue to play an active, engaged, and transparent role with the students, staff, faculty, alumni, and the local community.
- **Foster Mutual Appreciation.** The University's extraordinarily dedicated faculty and staff are the heart of the institution and the energy behind its success. As the institution continues to grow and develop, it will be important for the Provost to foster a culture of mutual appreciation, shared governance, transparency, accountability, and trust.
- **Managing External Challenges.** In light of the changing landscape in higher education, including heightened government accountability standards, the University will need to continue innovative and visionary approaches to program development, enrollment, and student success. The Provost will be asked to take a leadership role in bringing forth the best minds of the institution to provide creative new solutions.
- **Strengthening Diversity and Inclusion.** The University has a well-deserved historic reputation for building diverse student populations, including significant numbers of students of color, as well as its student diversification in terms of gender and age. Recent efforts to achieve greater diversity and inclusion among faculty, staff and the student body calls for energy, commitment, and ideas. The next Provost will work closely with the Vice President for Diversity, Equity, and Inclusion to achieve those goals and plan for new ones.
- **Program Development.** For continued success and to meet the needs of students, Utica University has created an array of attractive and academically strong programs that are market responsive and in high demand. The University is committed to effective assessment to ensure quality. To remain competitive, the Provost will provide academic leadership in the further development of degree offerings both on campus and online, integrating the liberal and professional studies. In addition, the new Provost will play a lead role in continually assessing existing credentials for their continued viability and alignment with appropriate stewardship of University resources.
- **Improving Student Success.** Utica's mission and values call for a strong dedication to a diverse population of students, including first-generation college students and those students from underrepresented backgrounds. Along with the personal attention provided to students, the University has a strong student success program that includes new student programs and academic coaches and navigators. Academic leadership must be dedicated to achieving equitable student outcomes and ensuring a rigorous educational experience that prepares all students for rewarding careers, responsible citizenship, enlightened

leadership, and fulfilling lives. Given the national discourse regarding student learning and persistence as well as the national debate regarding the value of higher education, Utica University has an opportunity to set the standard for the future.

- **Commitment to Faculty Development.** The University's dedicated faculty is one of its central strengths. In order to ensure the long-term strength of the faculty, the Provost will be expected to work towards developing an effective and sustainable means of enabling the faculty to pursue innovative methods that enhance student learning, and advance scholarly research and creative achievement. Identifying research opportunities and creating effective approaches to further develop the faculty, both as a community and individually is a priority.
- **Optimizing Enrollment and Retention.** As a tuition-dependent institution, Utica University's financial future depends on effective and strategic enrollment management. The University must conduct effective marketing, achieve strong admissions, and increase rates of retention. The Provost will play a major role in retention strategies as well as enrollment initiatives.
- **Profile Enhancement.** Utica University operates in a highly competitive marketplace. The institution is distinguished by its unique mission, commitment to affordable education, and its engagement with (and support for) the students. The Provost will apply academic strengths that enhance Utica's image and identity within the region and state of New York, the Northeast, and beyond.

POSITION AND QUALIFICATIONS

The Provost and Senior Vice President for Academic Affairs will administer an operating budget of \$4 million and provide leadership to staff in Academic Affairs, as well as to all full-time and part-time faculty who have built a tradition of excellence in teaching and learning with particular emphasis on providing individual attention to students through a strong commitment to small classes and high impact practices.

Reporting to the President, the Provost and Senior Vice President for Academic Affairs is the chief academic officer, responsible for the faculty as well as related administrative departments that support the University's academic program. In consultation with the faculty, the Provost and Senior Vice President for Academic Affairs articulates and directs the academic vision of the institution. He or she will also provide leadership to support and enhance the institution's commitment to academic excellence, scholarly values, and a strong liberal education integrated with professional study in order to inspire and educate each student.

The Provost and Senior Vice President for Academic Affairs is responsible for maintaining the quality of the academic environment through the development and assessment of curriculum and the facilitation of teaching and research in an increasingly diverse community of faculty, students, and staff. The Provost and Senior Vice President for Academic Affairs advises the

President on university-wide planning, policy and operations, and acts on the President's behalf in his absence or as designated.

Direct reports to the Provost and Senior Vice President for Academic Affairs include: the Associate Provost, four School Deans, the Dean of the Library, the Dean of Students, the Dean for Faculty Excellence, the Dean of Student Success, the Office of International Studies, the Director of Learning Services, the Director of Tutoring, and the Registrar, as well as the Director of Academic Operations and a full-time staff member.

To be considered, candidates must have an earned terminal degree and have been awarded tenure with a distinguished record of accomplishment in teaching, active scholarship, service, program funding, and collaborative governance.

The successful candidate must:

- hold a distinguished record of progressively advanced administrative experience;
- possess a demonstrated responsibility for a broad range of organizational areas including:
 - planning and assessment;
 - institutional effectiveness measures;
 - strategic planning;
 - faculty development;
 - operational and capital budgeting;
 - personnel processes and procedures; and
 - information technology applications and trends.
- have outstanding listening, writing, and communication skills;
- possess the ability to establish and maintain effective working relationships with diverse groups; and
- have demonstrated experience in managing diversified revenue streams, including traditional, online, and accelerated academic program delivery models.

Additional preferred experiences include:

- a demonstrated record in recruiting, evaluating, and promoting faculty;
- the ability to work effectively with all members of the University community – to listen, to engage, to persuade, and to foster individual and community-wide development;
- the ability to serve as an advocate for the University to internal and external constituencies, including involvement in friend- and fund-raising activities and relationship-building;
- an appreciation and demonstrated advocacy for both liberal arts and professional programs;
- the capacity to work effectively with the Board of Trustees;
- experience with or understanding of shared governance in the context of a collective bargaining environment;
- honesty, integrity, common sense, good judgment, energy, and a sense of humor.

Utica University is actively seeking and welcomes applications from candidates with exceptional qualifications, particularly those with demonstrable commitments to a more inclusive society.

For full consideration a letter of application, current curriculum vitae, and the names and contact information for five professional references, should be forwarded to the physical address or email address listed below no later than March 29, 2024. No references will be contacted without the prior consent of the applicant. The cover letter should address the qualifications listed above, as well as the applicant's experiences in working in and fostering a diverse and inclusive environment. The search process will begin immediately and conclude with a successful hire. Applicants will remain confidential until the final stage on-campus interview process planned for mid-April. Finalists will be known to the University community at that time and meet with several constituent groups in person.

Application materials may be submitted electronically to:
<https://utica.peopleadmin.com/postings/4298>

Further information about the University can be found at www.utica.edu.

*Utica University is an affirmative action, equal opportunity employer.
We encourage applications from under-represented groups as well
as individuals who have experience with diverse populations.*