



Vice President for Academic Affairs and Provost

Leadership Profile

Spring-Summer 2024



WittKieffer

Executive Summary

Husson University seeks an experienced and inspiring academic and administrative leader to serve as its next Vice President for Academic Affairs and Provost (Provost).

Founded in 1898, Husson University seeks to inspire and prepare students for professional careers in current and emerging fields through professional programs informed by the sciences and humanities. The University is Carnegie-classified as a doctoral/professional institution that educates approximately 2,500 undergraduate students and more than 600 in graduate programs, with a growing online population. We offer 66 undergraduate, graduate, and professional degrees as well as a wide range of certificate programs. Husson University employs 136 faculty members and a number of adjunct faculty with expertise in the profession that they teach. Acclaimed for its expertise in business and health sciences, Husson is also a recognized leader in community and civic engagement. Husson University's primary campus (208-acres) is located in Bangor, Maine, a city of approximately 30,000 people, a short drive from Maine coasts, forests, and mountains. Approximately 250 miles north of Boston and 250 miles east of Quebec City, Bangor has one of the lowest urban crime rates in the United States.

The Provost will be a key partner to President-Elect Lynne Coy-Ogan, who will take office on July 1, 2024. The incoming Provost will lead crucial planning for student success, strategic enrollment management, and financial stability. In collaboration with fellow University leaders, deans, faculty, staff, and students, the Provost will develop and cultivate a strategic vision and priorities for academic affairs; contribute to long-term financial sustainability; advance an institutional culture of diversity and inclusion; and foster a campus culture of shared governance, communication, transparency, and respect.

The ideal candidate will be an engaged, inspiring leader with a demonstrated commitment to Husson's heritage, mission, and core values. The Provost will advance those values by building on the University's traditions and strengths, actively seeking consensus among all its constituencies and exercising superb management and decision-making skills. The Provost will communicate effectively with both internal and external constituencies, articulating clearly and passionately Husson's mission and strategic aspirations. This leader will work effectively with the President in pursuit of strategic initiatives that will further strengthen the University and the community. The Provost will embrace the faculty's commitment to excellence in teaching and will strengthen and foster a vibrant and diverse community of students, faculty, and staff, enhancing relationships with alumni, parents, community leaders, elected officials, and others associated with the University. An earned terminal degree and demonstrated success in academic administration and leadership are required.

For information on how to apply, please see "Procedure for Candidacy" at the end of this document.

Opportunities and Expectations for Leadership of the Vice President and Provost

Cultivate a strategic vision and priorities for academic affairs

Husson's commitment to high-quality innovative teaching at the undergraduate and graduate level has evolved from its roots preparing students for commerce, teaching, and stenography. As evidenced by a highly committed and student-focused faculty, teaching still serves at the forefront of the academic enterprise. As Husson heads into a new chapter of its history with President-Elect Coy-Ogan, it will be important for the campus to develop a new strategic plan and vision. Partnering with the senior leadership team and academic affairs, the Provost will lead crucial planning for student success and strategic enrollment management. The Provost will be knowledgeable about change management, have a vision for 21st century education, and work with the University community in supporting student retention, success, and graduation.

Strategic Initiatives:

- Prioritize high quality, market responsive academic programs with a strong focus on experiential learning and innovative technologies that continue to serve our primary market in Maine, while developing a national presence for the Husson agenda.
- Reimagine student success so that our robust and comprehensive educational offerings address a lifetime of professional and personal success.
- Establish a Center for Innovation charged with creating progressive and engaging learning and operational experiences to position Husson for future success.
- Work with industry leaders from across the country to drive new partnerships, programs, and technologies.
- Develop a pipeline for innovative ideas that encourage the University to think boldly and creatively about Husson's future.

Contribute to long-term financial sustainability

Like many universities, Husson faces budgetary headwinds because of the enrollment decline due to shifts in demographics and the higher education landscape that has come after the pandemic. To address these funding realities, the Provost will collaborate with the President and the senior leadership team to ensure that academic units not only have the resources to support high-quality teaching, but also operate as efficiently as possible. The Provost will build upon work recently begun to examine Husson's range of academic programs and course offerings, eliminate redundancies and create efficiencies, while also considering opportunities for revenue growth such as growth in online programs and public-private partnerships. The incoming Provost should be an experienced change manager and academic administrator capable of managing and leveraging resources to incentivize innovation, entrepreneurialism, philanthropy, and creativity in support of student success.

Strategic initiatives:

- Develop a five-year strategic financial plan with a clear evaluation process that aligns campus resources with dynamic and sustainable enrollment targets.
- Facilitate opportunities for campus stakeholders to generate operational efficiencies and new revenue sources that embody the entrepreneurial spirit and resiliency of Husson's mission while strengthening its future.

Enrollment Management

In partnership with enrollment management, the Provost will lead strategic and innovative academic initiatives to address recruitment, retention, and success of undergraduate and graduate students. Demographic changes will require a data-informed and analytical approach to managing and improving recruitment, retention, and graduation. Given the declining demographics of the region and beyond, such initiatives will continue to play a significant role in the University's enrollment strategy.

Advance an institutional culture of diversity and inclusion

Husson places a high priority on growing a diverse and inclusive community of faculty, staff, and students. The Provost will work with the deans and faculty to ensure a curriculum that integrates multiple voices and perspectives and a pedagogy of shared inquiry that respects all persons. The Provost will ensure that enrollment policies reflect Husson's mission with a long tradition of serving first-generation students and students from traditionally underrepresented groups. The Provost will support processes for hiring, developing, and retaining faculty and staff that are representative of the student body population. The Provost will be proactive and responsive to emergent student concerns and embrace growth in the areas of diversity and inclusion as essential to fulfilling the University's mission.

Foster a campus culture of communication, transparency, and respect

Husson's campus culture is respectful, collegial, and collaborative. Faculty and staff take a genuine interest in high-quality teaching, learning outcomes, scholarship, and the success of their students. The Provost should embrace an inclusive, team-oriented approach to managing the academic enterprise and foster a culture of honesty, integrity, and transparency. The Provost will model open dialogue and communication around data-informed decision-making processes and enthusiastically welcome the practice of shared governance. A high priority should be placed on building productive, collaborative, and constructive relationships with colleagues, faculty, deans, and other campus constituents in an effort to instill trust and teamwork that leads to positive results.

Strategic Initiatives:

- Create a dynamic and evolving workplace that provides increased flexibility and develops an inclusive campus culture to attract, support, and retain talent among faculty, staff, and students.
- Dedicate resources that provide transformative opportunities to support the professional growth of our faculty and staff in innovative and meaningful ways.

- Create a comprehensive implementation plan for the new Enterprise Resource Planning system that focuses on enhancing operating outcomes to modernize customer service and augment campus efficiencies while providing robust training and support across campus.

Professional Qualifications and Personal Qualities

Husson University seeks a visionary educational leader with impeccable credentials and experience to collaborate with the President in leading the University into the future. The background, skills, and qualities the successful candidate will offer, ideally, include these:

Leadership

Academic accomplishment: A record of instructional and scholarly excellence in one of the disciplines advanced by the University.

Commitment to mission: The ability to thrive in Husson's environment through passionate advocacy for the University; identification with its mission and a deep understanding of its role in the broader higher education landscape.

Commitment to excellence: Sincere and intense appreciation for excellence in teaching, advising, innovation, scholarship, creative activities, and student success and a record of recruiting and developing people and programs of the highest quality.

Strategic vision: Ability to prioritize engagement in drafting a compelling vision that builds on completed work and then to create an environment that enables the University to achieve that vision.

Management

Management experience: A history of successful, progressive administrative leadership, strong human resource management, and financial expertise, as well as being adept at conflict resolution and negotiation.

Budget: A strong understanding of operational budgets and how they relate to enrollment and curriculum management.

Diversity: A commitment to diversity and the underserved, particularly with respect to students, staff, and faculty; and a record of accomplishments of individual action and institutional leadership to advance diversity and inclusion in any of its forms.

Breadth: A natural and instinctive curiosity about widely diverse intellectual and creative endeavors.

Accreditation: A familiarity and fluency with accreditation standards and expectations.

Fundraising: The capacity and capability to contribute to external resources efforts and fundraising initiatives.

Collaborative management style: Experience developing the talents of faculty and staff to design and implement initiatives that enrich the University community; evident commitment to contemporary research-based management strategies that enable faculty and staff to achieve their full potential within the University community; a leadership style that evinces respect for others and demonstrates focus on clearly defined goals over a significant period of time; and a capacity to delegate to others.

Communication and Interpersonal Skills

Emotional Intelligence: Ability to work with others; an inclination to circulate, listen, learn, and be a visible presence on campus; adeptness at working with faculty, students, staff, as well as high-level corporate leaders; exceptional listening skills; and an understanding of the intersection between emotions, motivations, and behavior.

Personal qualities: Unquestioned personal integrity; strong self-awareness; inspiring and energetic with the ability to earn the trust of faculty, staff, and students; the ability to empathize with others; resilience under pressure; and an outlook that is a balance of optimism and realism.

Husson Highlights

- Husson University is accredited by the New England Commission of Higher Education (NECHE) and maintains specialty accreditations with the International Accreditation Council for Business Education (IACBE), Commission on Collegiate Nursing Education (CCNE), Accreditation Council for Occupational Therapy Education (ACOTE), Accreditation Council for Pharmacy Education (ACPE), Council for Accreditation of Counseling and Related Educational Programs (CACREP), Commission on Accreditation in Physical Therapy Education (CAPTE), and the State of Maine Department of Education.
- 97% of graduates who sought employment or further education were successful within one year of graduation. (Based on survey responses from Husson University Class of 2021 graduates.)
- Husson increased the first to second-fall retention rates of full-time first-time students from 65% to 79% between 2009 and 2022.
- Husson increased graduation rates from 41% to 60% between 2012 and 2022.
- 89% of degrees earned in the spring of 2023 contained experiential learning opportunities, such as clinical experiences or internships.
- Husson has increased Degree-Seeking First-Generation enrollment from 507 students in the fall of 2016 to 624 students in the fall of 2022.
- An average of 44% of Husson students receive Pell funding (2015-2023).
- Husson has reduced the three-year cohort default rate from 8% in FY2017 to 1.4% in FY2019.

Leadership

President-Elect Lynne Coy-Ogan will assume her new role on July 1, 2024.



Dr. Coy-Ogan has served as Provost at Husson University since 2009 and Senior Vice President for Academic Affairs since 2010. Prior to her appointment, she served as the Dean of the School of Education at Husson for five years.

Coy-Ogan received a bachelor's degree in elementary/special education from Boston University, a master's degree in school counseling from Johns Hopkins University, and her Ed.D. in educational leadership from Liberty University.

Prior to her leadership roles in higher education, she spent twelve years as a school administrator in K-8 schools in Maine and Maryland. In 2002, she was honored as Maine's National Distinguished Principal. Dr. Coy-Ogan has served on numerous state task forces for issues related to leadership, curriculum reform, and assessment practices. She has served as a chair and participant on accreditation teams for New England Commission of Higher Education and program reviews for the Maine Department of Education throughout Maine, New England, and Europe.

As Provost, Coy-Ogan has been instrumental in leading Husson's academic program development and ensuring that Husson's educational offerings continue to evolve to meet the needs of the workforce.

Her passion for educational excellence and commitment to student success is balanced by the enjoyment she finds in traveling, gardening, and spending time with her family.

Bangor, Maine

The city's namesake is from an Irish hymn called "Bangor," said to be one of local pastor Seth Noble's favorites. Bangor, Maine was incorporated in 1791. The town was initially going to be called Sunbury.

Early settlers were quite drawn to the area because of an abundance of fishing and fur trading opportunities. Once the 19th century arrived, the woodlands around Bangor Maine became a primary industry and brought much wealth.

Eventually, Maine became the lumber capital of the world. Today, one of its major industries still revolves around trees, pulp, and paper. Also, Bangor has become one of the biggest urban centers in the state and is one of the most populated cities with a population of nearly 32,000.

Quick, Fun Facts

- It's author Stephen King's hometown.
- The record low temperature from 1925 to 2022 is -32 degrees Fahrenheit.
- There's a massive Paul Bunyan statue in town.

To learn more about Bangor please fit, [Why Downtown Bangor - Bangor Downtown](#).

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Husson University in this search, which will remain open until an appointment is made.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Mercedes Chacón Vance and Jevon Walton
HussonProvost@wittkieffer.com

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