

A SEARCH FOR THE
Provost of Southern Connecticut State University



**Southern Connecticut
State University**



EXECUTIVE SUMMARY

Southern Connecticut State University announces the search for its Provost and Vice President for Academic Affairs and invites expressions of interest, nominations, and applications from employees of the Connecticut State Colleges and Universities (“CSCU”) system. If this internal search is not successful, an external search will open.

Southern seeks as its Provost a seasoned academic leader and administrator with strong faculty credentials and a broad and thoughtful understanding of higher education. The successful candidate will be strongly committed to Southern’s mission of “academic excellence, access, social justice, and service for the public good” as well as to the success of the students it serves. The new Provost will work with Dr. Sandra Bulmer, who has served as a faculty member for fifteen years, the Dean of the College of Health and Human Services for eleven years, and currently serves as Interim President in her twenty-seventh year at the institution. Southern expects the new Provost to provide creative, visionary, and collegial leadership grounded in a deep commitment to the academic enterprise and growth as a Research 2 university.



THE ROLE OF THE PROVOST

As Chief Academic Officer, the Provost directs and manages the university's academic programs and their delivery with a focus on student success in all dimensions. The Provost has broad responsibilities including:

- Overseeing the planning, development, and administration of all aspects of the university's programs, activities, personnel, and budget in the instructional and academic support areas
- Providing leadership in the maintenance of academic standards
- Working closely with academic deans, program directors, faculty, staff, and students to provide quality services and programs consistent with Southern's mission
- Assuring continuing accreditation of programs
- Developing effective systems of assessment
- Representing Southern's academic programs and standards with the Board of Regents, appropriate system offices, external agencies, organizations, and the broader community, as appropriate.

The Provost is the final recommending authority for all personnel and budgetary matters for all units within their sphere of responsibility. The Provost reports directly to the President and is a central member of the President's Leadership Team.

Other members include the:

- Vice President for Finance and Administration and Chief Financial Officer
- Vice President for Student Affairs
- Vice President for Institutional Advancement and Executive Director of the SCSU Foundation
- Vice President for Enrollment Management
- Vice President for Diversity, Equity, and Inclusion
- Director of Marketing and Communications

While engaging with these accomplished colleagues in wide-ranging discussions and initiatives that will shape the university for decades to come, the next Provost will also have several opportunities to work collaboratively with other members of the administration. As the chief advocate for academic affairs, the Provost will ensure that the quality of the student learning experience remains central to all conversations.

The Provost oversees a broad portfolio. The five colleges/schools, Buley Library, assessment, planning, academic programs, research and innovation, faculty development, international education, strategic planning and outreach, and educational and assistive technology all reside within the Provost's purview. Additionally, the academic affairs division includes the faculty, a full- and part-time staff of 65, and a talented cadre of graduate and undergraduate student assistants. The Provost will be partnered with and assisted by the Associate Vice President for Academic Affairs, the Office of Institutional Research, and the Office of Assessment and Planning.

Champion Southern's Strengths

Southern's growth in external funding and doctorate graduates has resulted in its recent Carnegie designation as a Research 2 university. This along with its history as a comprehensive liberal arts university with strong pre-professional and professional programs and centers of excellence are distinctive features that the new Provost would highlight. The Provost will assume a high-profile role in expanding Southern's recognition beyond its existing reputation. They will identify and celebrate the institution's successes and serve as a passionate spokesperson for the excellent work of students, faculty, and staff with key audiences such as prospective students and their families, foundations, government agencies, and donors – as well as within Southern's own community. This work of further defining the university and its notable strengths will be of special significance as Southern continues to fortify its stature and identity among the state's institutions of higher education.



Reinforce the University's Sense of Community

The respectful and considerate manner in which members of the university community interact should be strengthened by a Provost who readily gains the respect of the community and will engage the campus in an authentic fashion and in a multitude of settings. Of chief importance will be their ability to ask thoughtful and incisive questions, listen carefully, shape discourse, lead the campus through points of conflict, and foster collegiality. The Provost will demonstrate a genuine interest in the life of the academy, an appreciation for Southern's rich traditions of shared governance and collective bargaining, and excitement for the dedicated work of students, faculty, and staff.

Manage Human Resources with Expert Care

The Provost will be asked to apply strong management skills in the work of the university and to serve as an exemplar of servant leadership. By affirming the excellent work already being accomplished at Southern, empowering through prudent delegation, engaging in meaningful dialogue, stressing accountability, and consistently evaluating progress, the Provost will enable an effective, unified team approach to serving the needs of the university. Modeling and encouraging transparent decision-making will also promote trust and feed the spirit of mutual respect that is enjoyed on campus.

Foster Synergies

Southern is a university offering a broad array of innovative programs in several venues. The Provost will seek to forge synergistic relationships with all relevant constituencies within and external to campus. It is expected that they will maintain and strengthen partnerships among the schools, facilitate interactions, and work to eliminate obstacles to greater

interdisciplinary work. The Provost will work in concert with area educational institutions (K-20), nonprofits, hospitals, and businesses to develop distinctive learning spaces for curricular and co-curricular programming. They will also build relationships with industry partners and support the fundraising initiatives of the institution.

Continue Implementation of the Strategic Plan

Southern's strategic plan, "Leading the Way: 2023-2028 Priorities," was launched in 2023 with a five-year planning horizon to focus the institution on strategies and actions that will have immediate and sustainable impacts on recruitment, retention, persistence and completion, and equity. The plan also includes broader aspirational goals and strategies that focus on a longer-term horizon. The university is currently moving aggressively in several directions—building a stronger emphasis on social justice; developing academic programs that meet regional needs and establishing effective partnerships; increasing fundraising; increasing faculty research and research funding; and improving student support and success.

As Southern approaches year three of the strategic plan, the next provost must assist the entire community in developing a structure and process for fulfilling the plan's goals and delivering results. The next Provost will want to emphasize and ensure success in four key areas:

- Enrollment stability – Recent results of targeted recruitment efforts of both undergraduate and graduate students are promising and indicate that, with continued focus and strategic investment, the plan's goal of 5% annual growth to achieve over 10K students by 2028 is within reach.



- Graduate education and research growth – The university's growing graduate and research profile – with R-2 research status – offers an opportunity for the Provost to engage the community in exploring and realizing a vision for Southern as both a teaching and research institution. Growth in graduate education and research suggests numerous implications from funding to infrastructure and facilities that need to be addressed in order to attract, support, and retain a cadre of talented graduate students and productive researchers.
- Justice, Equity, and Excellence – Southern has long exemplified a commitment to social justice and success for all students and is considered a role model for accessible, outstanding public higher education in the state and region. It is essential to this community that the Provost and the university continue to advance programs and services that embody these values.
- Community Engagement – Southern occupies a prominent role in the greater New Haven community as a driver of socioeconomic well-being. The university has forged valuable and strategic partnerships with entities such as the City of New Haven; Yale New Haven Health, which employs approximately 2000 alumni; the public school system; and other universities in the area to sponsor initiatives and joint programs that meet the needs of the region. The next Provost will be expected to continue exploring strategic partnerships and relationships that benefit the community, new and growing industries, Southern's students, and its graduates.

LEADERSHIP AGENDA FOR THE PROVOST

The Provost enjoys a diverse array of responsibilities. The agenda items offered below concern matters of particular significance to the institution at this point in its evolution.

Shape and Implement Dynamic Institutional Plans

The Provost will play a central role in the development of a new strategic plan, beyond 2028, that builds on the success of new programs and initiatives, promotes more innovation in learning environments, and promotes global literacy throughout the curriculum. They will play a leadership role in these and other campus developments, such as Southern's new Master Facilities Plan. Two high priority projects include Southern's Comprehensive Fundraising Campaign and integrating high-impact research with the institution's mission as a Research 2 university. These projects will require academic leadership, partnership-building, and innovative thinking. Concurrently, the President and Provost will engage in conversations with external constituencies to advance the university's ongoing efforts to address items of import to the State of Connecticut as well as the institution such as:

- Workforce Needs
- Student Needs
- Enrollment Management
- Diversification of Financial Resources



Ensure Student Success

Southern students benefit from an exceptionally strong partnership among academic affairs, student affairs, and enrollment management, in which a spirit of cooperation and collegiality drive holistic curricular and co-curricular programming. The partnership is evidenced through an integrated approach to the transition of first-year and transfer students; learning communities and living/learning programs; academic enhancement, coaching, and support; innovative university access programs; study abroad opportunities, and the revitalization of academic advising. As part of these partnership initiatives, ongoing outcomes assessment will be emphasized, with a keen eye turned toward enhancing the programs and services which most directly impact the student experience. Working with colleagues throughout campus, the Provost will play an instrumental role in shaping student success-related endeavors.

Facilitate Curricular Review and Innovation

It is important for Southern to constantly evaluate existing academic programs to ensure intended outcomes are being realized and that resources – human and financial – are being optimized. Southern continues to display the flexibility and determination to enhance and improve its curricular offerings. The development of innovative BioPath and Quantum initiatives offers academic and career preparation for those graduates seeking employment in these growing industries.

The university is also committed to providing diverse and accessible international experiences for students. The leadership a new Provost will bring to the university will encourage an ongoing refreshing of curricular offerings, including global engagement. Creative thinking about the modes of program delivery will also be paramount.

Addressing developing technology needs to support classroom learning and research will require particular attention from the Provost.

Develop and Support the Faculty

Southern faculty members are extraordinarily committed to their institution. Teaching excellence is at the core of their activities; many are pursuing noteworthy research activities; and significant amounts of their time and energy are invested in supporting students. It will be important for the Provost to retain existing faculty and help attract new faculty members through inspirational leadership, recognition of accomplishments, purposeful collaboration, and active mentoring. They will maintain an engaged dialogue with faculty regarding teaching excellence, scholarship and research expectations, service expectations, promotion and tenure standards, and the evolution of artificial intelligence and other emerging technologies. At the same time, they will seek to enhance opportunities for faculty development and ensure that support is provided that fosters a robust environment for research and creative activity.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

To make the most of the opportunity to serve as the chief academic officer of an innovative university that has a shared sense of mission and strong commitments to excellence, access, social justice, and service for the public good, the ideal candidate will possess:

- An academic record sufficient to warrant appointment as a full professor in one of Southern's academic departments;
- A record of successful and progressive leadership and experience as an academic officer in a public setting and at an institution offering undergraduate, graduate, and professional degrees;
- A thorough understanding of key issues affecting higher education institutions nationally, including access, affordability, distance learning, new and emerging technologies, sustainability, and educational quality, as well as an appreciation for the unique role of universities in effecting change in these arenas;
- A strong commitment to student-centeredness and passion for impacting the lives of college students;
- A strong work ethic and high energy, the ability to work collegially and collaboratively, an optimistic and direct approach, and great listening skills;
- Experience with the implementation and assessment of long-term strategic plans;
- Experience in program assessment and outcomes measurements as well as with accreditation efforts;
- Knowledge of and experience with faculty hiring, development, tenure, and promotion;
- Experience operating within a system of shared governance;
- Experience working within a collective bargaining environment;
- Experience serving diverse populations (preferably in an urban setting) including traditional residential, commuter, honors, underrepresented populations, first generation, adult, transfer, military, graduate, hybrid and/or fully online, and international students;



- An excellent ability to communicate authentically and effectively in writing and in large and small group settings, in one-on-one conversations and with individuals from varied backgrounds;
- Experience with budget development focused on institutional priorities and oversight of reductions in efficiencies;
- A spirit of innovation coupled with an entrepreneurial approach and collaboration;
- A global perspective, demonstrating a commitment to diversity in its many forms;
- An appreciation for the university's close ties to its region and a desire to be a visible participant in those partnerships;
- The wisdom and fortitude to make difficult choices when necessary and the ability to convey decisions with readiness, clarity, and care.

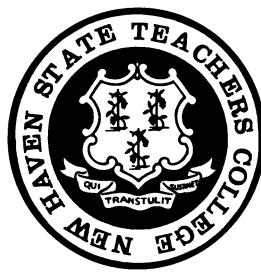


SOUTHERN CONNECTICUT STATE UNIVERSITY HISTORY

Founded in 1893 as the New Haven State Normal School, Southern was designed to deliver strong teacher preparation – a hallmark of the university throughout its history. In 1937, it became a four-year college – New Haven State Teachers College – with degree-granting powers. Ten years later, it joined with Yale University's

Department of Education to offer a graduate program leading to a master of science degree and assumed full responsibility for the program in 1954. In 1959, six years after the institution had moved to its present location, state legislation expanded the institution's

offerings to include liberal arts curricula leading to bachelor's degrees in the arts and sciences and subsequently renamed it Southern Connecticut State College. A board of trustees overseeing Connecticut's four state colleges was established in 1965, and in 1983, Southern Connecticut State College became Southern Connecticut State University, part of the Connecticut State University System. Through the years, Southern has continued its growth as a modern, urban, diversified center of higher learning, expanding both its undergraduate and graduate programs and opening up entirely new fields of study and research. It has also developed a strong sense of its role to serve the community and to meet the educational needs of the region.



CONNECTICUT STATE COLLEGES AND UNIVERSITIES

Connecticut State Colleges & Universities (CSCU) is a system of six colleges and universities: four state universities; CT State Community College (12 locations); and Charter Oak State College, an online degree completion institution. CSCU offers a mix of 2-year and 4-year institutions, online and on-ground programs, and 17 locations across Connecticut.

As one of four comprehensive universities within CSCU, Southern maintains strong relations with its System peers, especially its sister institutions: Central Connecticut State University in New Britain, Eastern Connecticut State University in Willimantic, and Western Connecticut State University in Danbury. The president of each university serves as the institution's chief executive officer and is accountable to the CSCU Board of Regents, through a direct-reporting relationship with the CSCU Chancellor for the management of the university within Board policy.

The 21-member Board of Regents (15 voting members) is the governing authority of the CSCU System. Its responsibilities include setting system-wide tuition and student-fee policies; establishing financial-aid policies; reviewing, licensing, and accrediting academic programs; and, in collaboration with institutional stakeholders, conducting searches for and selecting campus presidents and the CSCU Chancellor. The Board also holds broad responsibilities for the development and coordination of statewide higher education policy.



SOUTHERN CONNECTICUT STATE UNIVERSITY TODAY

A partially residential university, Southern currently enrolls 10,027 students. Roughly 5,863 are full-time undergraduates; 2,053 are part-time undergraduates (primarily early college); and 2,111 are full and part-time graduate students.

A longstanding strength of Southern is its faculty, who are focused on students and who provide individual academic advising and personal attention. Southern students are taught and mentored by 410 full-time faculty who are based in academic departments, approximately 95% of whom hold a doctorate or another appropriate terminal degree. A strong assemblage of over 800 part-time faculty members, many of whom are practitioners in their fields, adds breadth and depth of experience to the classroom.

Southern faculty members are actively engaged in research, scholarship, and other creative activity as well as the supervision of undergraduate and graduate research. At the same time, a sustained primary commitment to personalized teaching and learning permeates campus culture. Many faculty members oversee internships, graduate and undergraduate theses, special projects, and independent studies. Most also serve as academic advisors.

A devoted full-time and part-time staff are true partners in the educational enterprise at Southern. There are numerous

Southern graduates among the faculty and staff, and their ongoing support of their alma mater serves to maintain institutional history as a living and vital part of Southern's identity.

A strong network of collective bargaining units represents nearly every constituent group within the Southern family. As a result, a clear set of policies, procedures, and agreements, resulting from open negotiations, is widely understood.

In 2025, the Carnegie Foundation announced Southern as Research 2 university. This placed Southern in an elite group of research-driven universities nationwide and made Southern the State of Connecticut's first, and only, R2-designated university. Southern holds a grant portfolio of approximately \$30.3 million with 200 active grants.

Southern has long sought to foster in its students an appreciation for the practical application of knowledge along with a desire to pursue education beyond the scope of their fields. In doing so, Southern develops lifelong learners and effective citizens of the world. A 14:1 student-faculty ratio allows for substantial individual attention, and Southern provides a diversity of educational opportunities generally found only at larger institutions.



THE COLLEGES AND SCHOOLS

Southern consists of the College of Arts and Sciences, the School of Business, the College of Education, the College of Health and Human Services, and the School of Graduate and Professional Studies. Together, they offer more than 225 academic programs. These include bachelor's and master's degrees as well as sixth-year professional diplomas and doctoral degrees in business administration, counselor education and supervision, educational leadership, nursing education, and social work. In addition to traditional in-class pedagogy, Southern offers a broad array of online and hybrid courses at the undergraduate and graduate levels.

- **The College of Arts and Sciences** includes undergraduate majors and graduate programs in 22 departments. All SCSU undergraduate students spend a minimum of one third of their collegiate careers in carefully chosen arts and sciences courses that serve as the core for their academic life at the university. The College thus plays a central role in ensuring that Southern's mission permeates the student experience.

- **The AACSB-accredited School of Business** offers undergraduate programs in: accounting, economics and finance, management and international business, marketing, business information systems, and public utilities management. Graduate programs include the traditional and accelerated MBA, along with the new STEM MBA and STEM Doctorate in Business Administration (DBA) programs. The School of Business opened its new state-of-the-art business building in Fall 2023, the First Net Zero Energy (NZE) building constructed by the state of Connecticut in terms of its carbon footprint. Thanks to Southern's urban location and proximity to other major cities, internship and employment opportunities for business students abound, complementing their in-class experiences.



- **The College of Education.** As an Educational Preparation Provider (EPP), Southern's College of Education offers more than 30 degree programs that serve over 2,000 full- and part-time students at the undergraduate, master's, sixth-year, and doctoral levels of study. The College prepares the largest number of education graduates in the state. The EPP, which is administered by the College of Education, is approved by the Connecticut State Board of Education and accredited by the Council of Accreditation of Educator Preparation (CAEP). Certification or Licensure programs have been approved by the State Board of Education and have been nationally recognized/accredited by their respective national association. The College consists of five departments: counseling and school psychology, curriculum and learning, educational leadership and policy studies, information and library science, and special education. The Barack Obama University School for K-4 students, developed on the Southern campus and in partnership with the New Haven Board of Education, offers students an on-campus venue for their student teaching and an opportunity to partner in elementary school activities and curriculum.

- **The College of Health and Human Services** includes the following departments: communication disorders; marriage and family therapy; nursing; public health; recreation, tourism and sport management; health and movement sciences; healthcare systems and innovation; and social work. These disciplines share a mission of compassionate care within a professional framework, and each awards highly-regarded master's and doctoral degrees. The programs emphasize hands-on learning, with numerous opportunities for internships and clinical rotations. The new Health and Human Services state-of-the-art physical facility opened in Fall 2022 to address the demand for well-trained health and human services professionals.

- **The School of Graduate and Professional Studies** serves as administrative support for Southern's graduate students and works closely with the other colleges and schools. With more than 100 degree- and certificate-granting programs, it is one of the most significant public graduate education centers in the Northeast. The university produces the largest number of graduates in health and life sciences, education, and social and public services in the CSCU system. The school is also home for the Office for Workforce and Lifelong Learning (OWLL), Southern's continuing education and professional development programs.



CENTERS OF EXCELLENCE

Complementing Southern's traditional academic disciplines are several nationally recognized centers. Included among them are the:

- Werth Center for Coastal and Marine Studies
- Center for Community and School Action Research
- Center for Communication Disorders
- Center of Excellence on Autism Spectrum Disorders
- Center of Excellence on Teaching and Learning
- Center for Research on Interface Structures and Phenomena (CRISP)
- Center for Educational and Assistive Technology (CEAT)
- Center for Environmental Literacy and Sustainability Education (CELSE)
- Center for Quantum and Nanotechnology
- Community Alliance for Research and Engagement

The Connecticut State University Center for Quantum and Nanotechnology is a crucial element of a system-wide collaborative initiative.

STEM Innovation Hub (i-HUB) is providing synergy to the institution's many STEM-related initiatives and clearly reflects Southern's commitment and leadership in STEM education, research, and outreach.

In addition, Southern's distinguished Women's and Gender Studies program conducts a bi-annual conference that draws renowned scholars from around the world.

SOUTHERN'S FUTURE

Southern Connecticut State University looks to the future with a renewed sense of commitment to elevating educational attainment in our region and the state. We will achieve that with academic programs that confront the most pressing environmental, health, and technology issues through innovative research and cultivating a community of entrepreneurial and inventive leaders and educators for Connecticut's workforce.

The university is currently moving aggressively in several directions—a stronger emphasis on social justice; developing academic programs that meet regional needs and establish effective partnerships; increasing fundraising; increasing faculty research and research funding; and improving student support and success.



The foreseeable future at Southern will be a time of exceptional development and change – a time during which Southern increasingly makes good on its promise to provide exemplary, transformative, and accessible education; to strengthen the university-wide culture and infrastructure that nurtures creativity and innovation; to further expand and enhance its facilities; to promote community well-being, economic growth, and social justice by serving and leading in local and global communities; and to steward the university's human, financial, technological, and physical resources in an ethical manner.

THE CAMPUS COMMUNITY

Southern is a community truly focused on its students. Faculty, staff, students, alumni, parents, and community members all play a role in the educational enterprise.

Multiple voices are welcomed at the table to ensure student success, and many campus members play multiple roles—as mentors, coaches, advisors, teachers, and co-researchers. The

sense of camaraderie this approach engenders is palpable and creates a deeper experience of community.

Ninety-six percent of Southern's students are from the state of Connecticut, both as residential students in nine traditional residence halls and apartments and as commuter students. Special efforts are made to connect the residential and commuter populations in meaningful ways and to make the campus an inviting place to be in the evenings and on weekends. In addition to supporting its blend of residential and commuter students, Southern deeply values its commitments to access and inclusion. The university welcomes traditional and non-traditional students.

It shares with its sibling CSCU institutions the determination to provide an upward path for people of talent. The university's effective tutoring, counseling, advising, and career development programs are complemented by cutting-edge adaptive technologies.

These offerings, coupled with an array of intercultural activities and events, ensure that Southern's students achieve their goals, feel a strong sense of belonging, and remain engaged in the life of the university.

Southern is truly "in" and "of" its geographic region. With the great majority of its students from Connecticut and 90 percent of its graduates remaining in the state following graduation, the university and its more than 98,000 alumni are, without question, shaping the workforce and citizenry of Connecticut. Southern has a defining role to play in articulating those areas of strength for which the state will be known.

Southern students are engaged in activities outside the classroom, participating in approximately 100 student clubs and organizations, myriad community service activities, fraternities and sororities, campus media, musical ensembles, theater and dance groups, athletic teams, and a robust offering of intramural and club sports.

Southern's NCAA Division II athletic program is a member of the Northeast-10 Conference as well as the Eastern College Athletic Conference. It supports eight men's teams and 11 women's teams. The Owls have a long history of athletic excellence. Their ten team championships and 81 individual championships place them among the top ten Division II athletic programs in the nation. There is also a robust community-service emphasis, and student athletes volunteer a great deal of their time to the community.

A GROWING CAMPUS

Southern continues to develop its modern, 172-acre campus with dramatic new additions and enhancements in the last ten years.

- A 135,000-square-foot addition to Buley Library coupled with a total renovation of the original building has doubled the size of the library's footprint;
- A 103,608-square-foot academic science and laboratory building houses teaching and research laboratories for Southern's programs in the STEM disciplines, which have seen enrollments increase by nearly 27% in recent years;
- Construction of a new 94,000-square-foot facility for the College of Health and Human Services was completed in 2022;
- The 60,000-square-foot School of Business opened in fall 2023.



- The university's commitment to sustainability is strong, with approximately 5 megawatts of energy produced on campus utilizing solar arrays and fuel cells.
- This commitment is reflected in expanded staff and programming offered through the Office of Sustainability. Moreover, in order to meet Connecticut's stringent environmental standards for state funding eligibility, each construction or renovation project totaling \$5 million or more will meet a minimum LEED Silver rating. The campus has thousands of solar panels that generate about 15% of the campus electricity.
- Two fuel cell installations are in design.

PROCEDURE FOR CANDIDACY

All applications, nominations, and inquiries are invited, but limited to CSCU employees at this time. Applications should include, as separate documents, a CV or resume, a letter of interest addressing the themes in this profile, and contact information (names, phone numbers, and email addresses) for five references in a single PDF document.

Application materials should be submitted to the Office of the President at ProvostSearch@SouthernCT.edu.

Inquiries regarding this opportunity should be directed to:
Dr. Elliott Horch
Chair, Provost Search Committee
HorchE2@SouthernCT.edu

For full consideration, applications should be received by **January 20, 2026**.



SCSU is an Affirmative Action/Equal Employment Opportunity employer. The university seeks to enhance the diversity of its faculty and staff. People of color, women, veterans, and persons with disabilities are strongly encouraged to apply.



Southern Connecticut State University