

Summary of Input to Provost Search (Part 2)

From Open Input Session on North

- Position Specification
 - Should Science/Engineering Background be listed specifically? (some disagreement on whether field matters)
 - Highlight UMass System cooperation
 - More clear statement of typical student backgrounds (immigrant, first generation)
 - Needs to have Executive Summary to focus key points
- Management Experience
 - Fiscal sense of budgets, and understanding of how funding, recruiting, etc. all fit together
 - Ability to make difficult choices given a limited budget
 - Vision (with Chancellor) for a new administrative structure
 - Effective manager (organizational behavior, performance metrics)
- Other Experience
 - International connections (current UMass emphasis) and must understand role of international graduate students
 - Understand technical matters at a deep level (e.g., importance of IT to functioning of the university)
 - Understand role of research (grants, students, publications)
 - Take advantage of opportunities with local industry for students and funding (including research funding)
 - Experience with improving retention and helping transfer students
 - Broad experience of working across disciplines (e.g., arts and humanities, science and engineering)
 - Tenured faculty (credibility to faculty for tenure requirements), came through academic ranks but also administrator with proven record.
 - Experience with faculty unions
- Characteristics
 - Exemplar (Chief Academic Officer) – true scholar, role model
 - Academic mindset (influence) versus Business mindset (authority)
 - People person
 - Will reach out
 - Openness and good communicator
 - Respectful and good listener
 - Can get the best out of people
 - High energy
 - Motivator

- Can make unpopular decision but explain the reasons in a way that convinces others
 - Recognizes potential in every student and their needs (students are people not just a “product”)
 - Track record of being respected and liked by faculty
 - Good collaboration skills
 - Good recruiter (of faculty, staff, students)
- Secure
 - Secure enough to acknowledge knowledge of others
 - Not threatened by people who disagree
 - Firm in making the right decision for the right reasons
- Perspective
 - can see things from different directions
 - vision (10-20 yr vision of what is realistic)
 - good problem solver
- Integrity
 - Fair
 - Honesty in representing who we are and what we do

From Open Input Session on South

- Responsibilities
 - Chancellor is big picture, external face; Provost is more internal – must have broad understanding of fields with good bridging skills
 - Set the tone (stability, diversity, accountability, provide training and support, interdisciplinarity)
 - Fund-raising – just as a secondary support to Chancellor, emphasis should be on academic issues
 - Academic expert – final decision-maker on critical academic issues (needs to have experience in this)
- Experience
 - Accreditation issues (e.g., record-keeping, staff support, time, cost, faculty effort, faculty-student ratio)
 - Internship programs
 - Science/engineering bkgd ok, but demonstrated record of working with arts and humanities (arts, humanities, and social sciences should not be considered service departments)
 - Academic experience
 - knows teaching and research and service demands
 - admission standards vs retention issues
 - Public Higher Education – committed to access, understanding of legislature and resources, familiar with unions
 - Coming from a place that UML would aspire to

- Characteristics
 - Charismatic
 - Visionary
 - Good communicator, people person
 - Keeps students in mind
 - Supports faculty
 - Has background and personality to be a President or Chancellor (but not looking to move too soon!)

- Other
 - Ad for position needs to be unique and stand out (e.g., letter from Meehan)
(What makes UML unique?)
 - “American Dream” University (affordable, excellent education)
 - UML is not currently “school of choice”, but graduates are highly appreciated -- Our students are “ready to work” upon graduation
 - Capacity for future growth and success
 - Great individual academic programs
 - Very good collaboration with hospitals, community, industry
 - Geography/History