

## Summary of Input to Provost Search

### From a few Deans:

- Needs strong administrative background (good manager), ability to make tough decisions
  - Lots of administrative changes will be made over the next few years – changing structure, assessing Departments and Centers
  - Provost will have to choose amongst many competing and reasonable demands on resources (which programs to grow)
  - Experience with:
    - Large grants
    - Budgets and Personnel
    - Unions
- Needs to have come through (or be very familiar with) the faculty track of teaching and research, tenure process
- Background in working with a breadth of programs – e.g., both engineering/science and liberal arts
  - i.e., Dean from a large university
  - Avoid perception of pendulum swings between eng/sci and liberal arts
  - Appreciative of applied research (vs. only basic research)
  - Public Univ is better but not reason for eliminating a potential candidate
- Provost responsibilities will be more internal (lead faculty, chief academic officer)
  - “Roll up the sleeves” (vs. “retiring in the position”)
  - Chancellor Meehan will be the primary external face
  - “Assoc Provost for Research” would be the external face for funding agencies
  - Delegate appropriate responsibilities to Deans (good working relationship)

**From several student government representatives:**

- Accessible
  - Seeks student input and meets with students
  - Visible
  - Down to earth, good communication skills
  - Listens and Acts
  
- Big Picture
  - Realizes that decisions have multiple consequences on multiple groups
  - Supports interdisciplinary work, development of well-rounded students, ethics (beyond just Gen Ed courses)
  - Public vs Private Univ bkgd – must understand commuter and blue collar student background (e.g., effect of “minor” increases in cost)
  - Customer Service – part time staff aren’t as familiar with system, can’t help
  - Recognize importance of South Campus
  
- Classroom/Teacher Training
  - Supports accountability in the classroom but also provides teacher training (e.g., using technology to enhance learning) and TA training
  - Provide technology training for students
  - Mentoring for new faculty
  
- Facilities
  - Walk the facilities
  - Strategic plan – new buildings are needed to compete with other schools
  - Give students (and faculty and staff) a say in the design of new buildings
  
- Community
  - Want to see more administration, faculty, staff, students interacting
  - Facilitate Faculty Senate and Student Government interaction
  - Strengthen connection with City of Lowell
  
- Personality
  - “Set the tone”
  - Love the school
  - Charismatic
  - Ambitious and energetic
  - Good teamwork with Chancellor Meehan

### **From a few Staff:**

- Challenges facing the new Provost
  - Economy
  - Connecting University, Business, and Community
  - Interdisciplinarity, Service-Learning
    - i.e., course loads and other issues need to be resolved
    - “setting the tone” (e.g., for new faculty, tenure issues)
- Personality
  - “stylistic adaptation” – ability to relate to many types of people and groups (faculty, staff, students)
  - Heart for public education
  - Passionate, energetic
  - Integrity – intellectual and ethical backbone, courage
  - Transparency, communicative
  - “Side-by-side leadership” – accept advice from staff, empower staff
- Record of tangible achievement (i.e., in minority hiring)
- Background in funded research (including private sources, foundations, etc.)

### **From a few faculty:**

- Provost is Chief Academic Officer
  - Strong academic background (preferably science/engineering to complement Meehan)
  - Must understand UML
  - Must understand research
  - High academic standards, integrity, respect for faculty/staff/students
  - Must be able to integrate students, research, and obtaining resources
- Background
  - State university system experience and/or regional experience
  - Active research and administrative experience
  - Visible, well-known
  - Capable of being a Chancellor
- Management Style
  - Delegate to current Deans (may also bring in some new external people as Deans)
  - Willing to loosen up the chain of command, get input from the bottom up
  - Willing to provide a “pat on the back” and recognition

**From the Center Directors in CFCI and the Research and Scholarship Council:**

- Key Challenges
  - Graduate student support
  - Administrative support
  - Community engagement (complement Chancellor)
    - Take advantage of our geographical location (e.g., industry connections)
  - Identify and grow research focus areas and education directions
    - Interdisciplinarity and distinctiveness
  
- Capabilities
  - Multiple strengths – must build bridges on campus and think broadly
    - Curious by nature
    - Well-rounded, able to “speak multiple languages” (e.g., liberal arts AND sciences/engineering)
  - Manage a busy schedule and still find time to think strategically
    - Some external but must manage internal issues (e.g., TAs, need for a 12-month active campus)
    - Work with faculty and staff to shape academic programs
    - Work with faculty and staff on branding, marketing
    - Recruit minority faculty
  - Understand large research grants
    - “Assoc Provost for Research” may handle more day-to-day responsibilities, but Provost needs to understand what is needed
  - Strong advocate
    - Can convince Chancellor to provide resources
    - Can meet with decision makers in industry and the federal government
  - Entrepreneurial
  - Complementary to Chancellor