Millersville University Provost Search
Welcome

Thank you for your interest in Millersville University of Pennsylvania’s provost search. As the president of Millersville University, I can assure you that we are committed to finding the best individual to be our Provost and Vice President for Academic Affairs.

Our Millersville University community is pulsing with life, creativity and innovation. Since my arrival in July 2018, we have established a new college of business, expanded our undergraduate and graduate academic program offerings and exceeded our three-year campaign fund raising goal of $32 million by 65%. We have received national awards and recognition for safety, sustainability and diversity and inclusion, and we were recently ranked highest among Pennsylvania State System universities by Washington Monthly for social mobility and contribution to public good.

We are searching for a provost who will see the strength of our tradition as a liberal arts university while recognizing our potential to transform into a world-class university. One who will embrace our values of exploration, professionalism, public mission, integrity, inclusion and compassion, and further connect our students and programs to the economic vibrance and cultural richness of Lancaster County, Pennsylvania and the world.

We’re excited that you’re exploring a community that is dedicated to high quality education at an exceptional value. Thank you for your interest in Millersville University.

Daniel A. Wubah, Ph.D.
President, Millersville University
About Millersville University

Millersville University of Pennsylvania is a top-ranked, public university located in the northeast region of the United States. It is committed to offering students a high-quality, comprehensive university experience of exceptional value. Dedicated to providing nationally recognized programs that embrace the liberal arts, Millersville offers academic opportunities that are supported by outstanding faculty who are accomplished scholars and practitioners. Founded in 1855 as the first Normal School in Pennsylvania, Millersville University is part of the Pennsylvania State System of Higher Education.

Located on 250 acres in the heart of historic Lancaster County, Pa., Millersville University enjoys a tranquil campus featuring a pleasing mix of historic buildings and modern structures. Its central locale affords easy access to the culture and excitement of major East Coast cities such as Baltimore and Philadelphia. Millersville serves 7,817 students and 69,000+ alumni and growing. There are 302 full-time faculty and 508 full-time staff and administration. In 2011 the university completed the purchase of a world-class performance facility in downtown Lancaster, Pa., to serve as a gateway from the nearby campus to the hub of the city. Now the home of The Ware Center, it is dedicated to innovation, engagement and creativity, and the facility offers space for academic and cultural events programs as well as elegant performance areas.

New on-campus residence halls, a renovated dining hall, and the award-winning zero energy Lombardo Welcome Center all enrich campus life for residential students.
Tradition and Transformation

Mission

We are a community dedicated to high quality education at an exceptional value.

Vision

We will inspire learners to change the world.

Strategic Directions

Our four strategic directions form the foundation of our new strategic plan, Tradition and Transformation. The new strategic plan, designed through a deliberative and inclusive process, was endorsed by our Council of Trustees in June 2020 for launch on July 1, 2020.

1. Ensure Access, Affordability and Completion

With a goal to increase overall headcount to 8300 students by 2025, Millersville University will accelerate growth in the graduate and adult learner markets, as well as boost enrollment in online and international students. We will continue to focus on providing educational access by decreasing the cost of attendance and increasing scholarship support for students. We are committed to ensuring the success of all our students through new efforts to eliminate systemic barriers and increase course success and graduation rates.

2. Transform Student Experiences and Foster Innovation

Aligned with our values of exploration and professionalism, the university will focus on innovative and experiential learning opportunities for all students with greater integration of high-impact practices across curricular and co-curricular environments.

3. Invest Strategically in People and Place

As an organization committed to our mission and guided by our EPPIIC values, we recognize the importance of making strategic investments in recruiting, retaining and developing our employees. We will continue to enhance the stewardship of current resources while aggressively seeking new revenue streams and private support. We will invest in technological innovation that propels the university forward with access and security as top priorities. With a new facilities plan in place, we will upgrade physical infrastructure to promote accessibility, safety and student interaction.

4. Communicate Our Value

As a public university in a competitive environment, Millersville University seeks to amplify our value and engagement with internal audiences and the broader external community. We will focus attention on our university’s key messages, our value proposition, and further define the Ville experience. We will support student experiences that positively impact the community and expand partnerships in the governmental, nonprofit and business sectors. We will promote innovation to remain at the forefront of sustainable practices and education.
EPPIIC Values

The descriptions of our core values serve as guiding principles to help us fulfill our mission, achieve our vision and attain our goals.

**EXPLORATION:** Millersville University embraces a culture of exploration, creating a dynamic learning environment that fosters intellectual curiosity, creative intelligence, innovation, forward-thinking ideas and exciting discoveries. Exploration serves as an intentional way to strengthen University culture. We place a high value on student-faculty research, scholarship and collaborative projects.

**PROFESSIONALISM:** Millersville University is founded on a tradition of academic excellence, expert knowledge and professional collegiality. Our diverse community of learners is comprised of skilled and dedicated educators and staff who model maturity of thought and practice while exhibiting mutual respect. The University provides opportunities for professional development and growth, especially for our students, using academic enhancement and collaborative programs to emphasize the importance of critical thinking, active listening, self-discovery, collaborative leadership, and responsibility. Such professionalism fosters career readiness and preparation for lives of service and success in the global community.

**PUBLIC MISSION:** Millersville University’s mission calls upon us to respond to the urgent and emerging needs of our growing regional, urban and metropolitan communities. Through interdisciplinary learning, collaborative and cross-cultural experiences and a renewed focus on a liberal arts tradition, our students become well-prepared for meaningful participation in the broader society. Our commitment to flexibility and accessibility in higher education reflects the mission and vision of the University and ultimately has a direct impact on the larger public good.

**INCLUSION:** Millersville University is firmly committed to supporting and advancing the diversity and inclusion of its campus community. Inclusion is creating a campus community where differences are welcomed and respectfully heard and where every individual feels a sense of belonging. We affirm our shared values, recognize our challenges, and commit to building on existing efforts to foster a diverse, equitable and inclusive campus community.

**INTEGRITY:** Millersville University steadfastly defends freedom of thought, ideas and discourse as core to authentic and honest scholarship. Our commitment to integrity is measured by action and responsibility and engenders a culture of trust, rich with opportunities for rigorous applied learning and meaningful civic engagement and public stewardship that are responsive to the needs of our vibrant and evolving metropolitan region. Moreover, the University consistently lives by and practices its institutional principles, standards and beliefs.

**COMPASSION:** Millersville University’s ethos of compassion permeates all of our endeavors and interactions. Learning about and being sensitive to the experiences of people and cultures whether nearby or afar, fosters individual, professional and institutional growth. Compassion moves the campus community towards focusing on each learner and their unique potential to impact the public good.
The Facts

Students (Fall 2019)
Students: 7,817
Undergrad: 6,794
Grad: 1,023
Student-faculty ratio: 19:1
Average class size (Lecture/Lab/Recitation): 26

Faculty & Staff (Fall 2019)
Faculty full-time: 302
Faculty part-time: 203
Full-time instructional faculty with a Ph.D. or terminal degree: 98.5%
Staff & Administration: 508 full-time, 64 part-time

Alumni
69,000+ alumni

Where We Are
- Located in Millersville, Pa., population: 8,383 (2016 Census)
- 250 acres of gently rolling landscape at Millersville campus
- Downtown Lancaster campus: The Ware Center is located at 42 North Prince St.
- Millersville is located three miles from Lancaster City. Lancaster City's 2016 population was 59,218 (55% Caucasian, 16% African American, and 39% Hispanic or Latino origin).
- 1 1/2 hours from Philadelphia
- 2 1/2 hours from Washington, D.C.
- 3 hours from New York City

Academic Offerings
Undergraduate:
Over 90 programs of study

Graduate:
Over 80 doctorate, master, certificate and certification programs

Academic Structure
- College of Science and Technology
- The Lombardo College of Business
- College of Education and Human Services
- College of Arts, Humanities and Social Sciences
- Honors College
- College of Graduate Studies and Adult Learning
  *Corporate University
  *Nonprofit Resources Network

Campus Life
Housing (Fall 2019)
2,165 live in residence halls on campus
4,521 off-campus not with parents
1,131 commuter with parents
Theme areas: First Year Experience, Honors College, International, Service Learning and Leadership

4% of students belong to a fraternity/sorority (all non-residential)

Student Programs
More than 130 organizations including service and leadership clubs, fraternities and sororities, campus musical groups, honor societies, religious organizations, special interest clubs, sports clubs and student media.

Opportunities
- Civic & Community Engagement & Research Project (CCERP)
- CCERP is the primary vehicle at Millersville University to foster, focus and coordinate civic and community engagement and research.

Featured Programs
- Walker Center for Civic Responsibility and Leadership
- Entrepreneurial Leadership Center
- Center for Public Scholarship and Social Change
- Experiential Learning and Career Management
- Made in Millersville
- Integrated Studies
- Migrant Ed CAMP
- The Learning Institute
- Center for Disaster Relief and Education
Global Opportunities

International Education is considered mission-critical for Millersville University. Each year the university sends over 200 students abroad for long and short-term educational and professional experiences. Millersville’s strategic partnership with international institutions and study abroad providers, allows students to choose from over 100 countries.

Millersville University actively recruits international students to its campus and over 30 countries are currently represented on campus. Millersville’s faculty are engaged in comprehensive internationalization, through curriculum internationalization, research, service-learning abroad, and expanding our strategic international partnerships abroad.

First Year Experience

Millersville University’s First Year Experience Seminar is based on a course model where each section of the course focuses on a different topic of strong interest to faculty and students. Seminars are designed to jumpstart the process of intellectual inquiry; students participate in a free exchange of ideas through discussion and oral presentations.

Marine Science Consortium

Millersville University is a charter member of the Marine Science Consortium at Wallops Island, Va. The Consortium was established in 1968 to promote teaching and research in marine and environmental sciences.

Costs 2019-20

Undergraduate Tuition and Fees (30 credits)
- $12,250 (PA residents)
- $22,220 (out-of-state residents)
Room and board: $12,980

Graduate Tuition and Fees (per credit)
- $662.75 (PA residents, per credit: tuition, general fee & technology fee); $932.75 (out-of-state residents, per credit cost: tuition, general fee & technology fee)

Financial Aid (2018-19)

Institution Awarded Grants/Scholarships (Need based): $2,983,565

Institution Awarded Grants/Scholarships (Non-need based): $1,714,414
Fall 2019 Enrollment

General Information
7,817 Total students
6,794 Undergraduate students
1,023 Graduate students
Female: 60%
Male: 40%
Minority 23.4%
Pennsylvania residents: 91.8%

Admission Statistics (Fall 2019)
6,560 applications
4,979 offers of admission
1,334 students enrolling

2019 Freshman Profile
SAT Score: 1076
High School Percentile: 59.2%

Graduation Rates
Within 4 years:
34.0% (2015 Cohort) (26.3% National*)
Within 5 years:
52.7% (2014 Cohort) (46.4% National*)

Within 6 years:
56.5% (2013 Cohort) (52.7% National*)
* 2018-2019 CSRDE Report

Operating Budget 2019-20
$155.7 million (includes auxiliaries)
23% from state appropriations
56% from tuition & fees
17% from auxiliary sources
4% from gifts, grants, contracts
and other revenue

Athletics
19 intercollegiate varsity sports competing in NCAA Division II; Pennsylvania State Athletic Conference

Men's:
Baseball
Basketball
Football
Golf
Soccer
Tennis
Wrestling

Women's
Basketball
Cross Country
Field Hockey
Golf
Lacrosse
Soccer
Softball
Swimming
Tennis
Track & Field (Indoor/Outdoor)
Volleyball

Plus a diverse range of intramural and club programs.

Team Name
Marauders

School Colors
Black & Gold

Mascots
Marauder and sidekick Skully
Dr. Daniel A. Wubah is the 15th president of Millersville University. Prior to that, he served as Provost and later the Senior Advisor to the President at Washington and Lee University. His previous positions include deputy provost and vice president for undergraduate education at Virginia Tech; associate provost and professor of zoology at University of Florida; associate dean, professor of biology and special assistant to the president at James Madison University and associate professor and department chair at Towson University.

He is an elected Fellow of the American Association for the Advancement of Science and testified before the U.S. Congress on how to prepare the science workforce for the 21st century. While at James Madison University, he designed and established the Centennial Scholars Program to provide access to students from under-represented groups in Virginia. He has a passion for excellence in liberal arts education.

Dr. Wubah is a microbiologist who studied the characterization of obligately anaerobic zoosporic fungi, bench scale bioremediation of toxic polychlorinated biphenyls, and characterization of microflora in the digestive tract of neotropical wood-eating catfish, Panaque. His research projects have resulted in more than sixty peer-reviewed journal publications, book chapters and technical reports. The National Science Foundation (NSF), National Institutes of Health (NIH), US Department of Agriculture (USDA) and Howard Hughes Medical Institutes (HHMI) have funded his research and training programs. He has supervised or co-supervised research projects and served on theses/dissertation committees for ninety-six undergraduate and graduate students.

Wubah has taught several courses including general microbiology, medical microbiology, microbial ecology and geomicrobiology. Also, he has been involved in the integration of international experiences and undergraduate education and research. He served as the principal investigator in five consecutively funded international NSF-Research Experience for Undergraduate (REU) sites program, including the longest continuously funded REU site in Africa from 2002 to 2016. He was a member of the National Academy of Sciences panel that studied the scientific basis for estimating air emission from animal feeding operations.

He has served on several editorial board including Mycologia, Journal of Natural Resources and Development, International Journal of Medical Informatics and Frontiers: the interdisciplinary journal on study abroad. He has an extensive service-related activity including membership on the Advisory Committees for the NSF Directorate of Biology, Office of International Science and Engineering as well as Environmental Research and Education. He served as member or chaired National Institute of Minority Health Disparities Study Sessions from 2005 to 2014. He was a trustee of the Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) for two three-year-terms. He was a member of the Board of Governors of the National Aquarium in Baltimore for ten years.

Dr. Wubah earned his B.Sc. with Honors in botany and Dip. Ed. in education from the University of Cape Coast, Ghana. He earned MS in biology from the University of Akron, and Ph.D. in botany from the University of Georgia. In addition, he was a postdoctoral fellow at the EPA research lab in Athens, GA.

In private life, Dr. Wubah is a tribal king (Safohene) at Breman Asikuma in the Central Region of Ghana. His royal name is Nana Ofosu Peko III. He and his wife, Judith, have two daughters, a grandson and a granddaughter.
Millersville University is a member of the Pennsylvania State System of Higher Education, which also includes Bloomsburg, California, Cheyney, Clarion, East Stroudsburg, Edinboro, Indiana, Kutztown, Lock Haven, Mansfield, Shippensburg, Slippery Rock and West Chester universities. The State System is currently considering integrations among six of the universities located in the western and northern parts of the state to expand educational opportunity for their regions. Located in southcentral Pennsylvania, Millersville University is not included in these integrations.

PASSHE schools offer the lowest-cost, four-year baccalaureate degree programs in the state. Enrollment currently is approximately 94,000; 88 percent of which are Pennsylvania residents. Typically, four of five students remain in the Commonwealth after graduation. PASSHE universities make it easy for students to transfer seamlessly from community colleges and other institutions. Nearly one-fourth of all new students each year transfer from another school.

Nearly 500,000 PASSHE alumni live in Pennsylvania, serving as community leaders in the business, healthcare, public administration and nonprofit sectors while generating an aggregate annual income of $7 billion. PASSHE is the 13th largest employer in the state, with more than 12,000 professional and support staff.

A 20-member Board of Governors is responsible for planning and coordinating development and operation of the Pennsylvania State System of Higher Education. The Board establishes broad educational, fiscal and personnel policies, and oversees the efficient management of PASSHE. Among other tasks, the Board appoints the chancellor and university presidents, approves new academic programs, sets tuition and coordinates and approves the annual PASSHE operating budget.

Eleven Board members are appointed to four-year terms by the Governor of Pennsylvania. Their appointments are confirmed by the state Senate. Three students, selected from among the universities’ student government association presidents, serve on the Board until graduation. Four legislators are selected by the majority and minority leaders of the state Senate and House of Representatives. The Governor of Pennsylvania or a designee also is a Board member, as is the state secretary of education or a designee.

The Board meets at least four times a year. Meetings of the Board of Governors are subject to the Pennsylvania Public Agency Open Meeting Law.
Leadership Opportunity and Summary of Position

Millersville University – one of the 14 members of Pennsylvania’s State System of Higher Education (PASSHE) – invites applications and nominations for the position of Provost and Vice President for Academic Affairs. (“Provost”) The new Provost will succeed Dr. Vilas A. Prabhu, who has served in this role with distinction since 2004.

Located in the beautiful Lancaster region of Pennsylvania, Millersville is a high-achieving, nationally recognized, comprehensive public university that delivers a personal and high quality academic experience to a wide range of students. The University offers its approximately 7,817 students over 90 undergraduate degree programs and 25 graduate programs, including doctorates in social work, educational leadership, and nurse practice. Millersville serves diverse, motivated undergraduate and graduate students who want to learn and grow in a supportive environment that promotes exploration and discovery. The exceptionally committed faculty and staff are proud of the institution’s accomplishments and high degree of engagement with the community.

Under the dynamic leadership of President Daniel Wubah, appointed in 2018, the campus has entered a phase of renewed excitement, new program development, fundraising success, and commitment to its mission. Millersville is seeking an experienced academic leader with the vision and management capabilities to build on this momentum and partner with the president, faculty, students, and staff to take the university to even higher levels of academic excellence and student success.

The new Provost will express a passion for the mission of public higher education and an understanding of the important social, cultural, and economic roles the University plays in the region and state. A leader who brings an authentic commitment to building a truly diverse and inclusive campus as well as the agility and innovative vision necessary to position Millersville for a long and successful future is critical. Equally important is the need for the Provost to apply strong management skills in leading the office of academic affairs as Millersville embarks on a new strategic plan within the context of the PASSHE system’s transition to a more efficient organizational structure. An earned terminal degree and a record of teaching and scholarly accomplishment sufficient to merit a tenured appointment at Millersville University is highly preferred.

Millersville University’s next Provost will have the opportunity to contribute to this special and vibrant university’s future successes and will be presented with the opportunity to achieve the following professional and personal accomplishments:

- Join the top leadership ranks of a financially stable, well-respected university that is truly centered on – and guided by – its EPPIIC values
- Serve as a passionate advocate of the academic mission to enhance the university’s resources, reputation, and quality;
- Personally oversee the implementation of the academic affairs elements of a thoughtful and comprehensive strategic plan
that will further build the university's mission, relevance and resources;

✓ Partner with a new president, a cohesive and collaborative senior leadership team and a dedicated and energetic corps of faculty and staff to increase Millersville's national presence and recognition;

✓ Be an active and influential academic leader within the Lancaster region and across the state, and meaningfully impact the quality of life of the region and the Commonwealth of Pennsylvania.

For information regarding a nomination or expression of personal interest in this position, please see the section entitled, “Procedure for Candidacy” near the end of this document.

The Role of the Provost and Vice President for Academic Affairs

As the Chief Academic Officer, the Provost reports directly to the President, serves on the President's Cabinet, and chairs the Deans’ Council. The Provost is responsible for providing vision, leadership and strategic direction for the Division of Academic Affairs. The Provost provides overall leadership and general administrative responsibility for the University’s academic programs and related support services in support of the University mission and vision. This work includes faculty development, promotion and tenure processes, sabbatical leaves, research, curricular planning and assessment, and academic budgeting.

The Provost works with the Deans' Council, Faculty Senate, faculty committees, Academic Affairs staff, the President's Cabinet and senior members of the University, to develop and advance the institution's academic priorities, align them with the University's Strategic Directions, and oversee their implementation. The Provost is a critical member of the President's Cabinet and university representative for both internal and external audiences, including PASSHE task forces and committees.

Direct Reports:

• Associate Provost for Academic Administration
• Dean of Student Success and Associate Provost for Academic Support Services
• Dean of the College of Arts, Humanities and Social Sciences
• Dean of the College of Education and Human Services
• Dean of the College of Science and Technology
• Dean of the Lombardo College of Business
• Dean of the College of Graduate Studies and Adult Learning
• Interim Assistant Vice President for Assessment and Planning
• Executive Associate to the Provost
• Assistant to the Provost

An organizational chart for Academic Affairs may be found in the appendices of this document.
Opportunities and Expectations for Leadership

The Provost will nurture the academic mission and strengths of Millersville University, supporting a dedicated faculty and staff in ongoing efforts to enhance the reputation of the university and to attract and retain a talented and diverse range of students.

Beyond the day-to-day management of a complex academic enterprise, Millersville’s next Provost will be encouraged to place particular emphasis on several strategic imperatives that will continue to strengthen the university and add value to its students, faculty, staff, and community. The Provost will have an opportunity to partner with President Wubah in taking Millersville University to greater levels of excellence and impact on the region and within the Commonwealth.

1. Contribute Immediately to Millersville’s COVID-19 Responses

Like virtually every other institution of higher learning, over the past several months Millersville has needed to pivot quickly to address the many challenges resulting from COVID-19. The university opened its fall 2020 semester by shifting its academic instructional delivery to 80% online (and by reducing its residence hall occupancy to 20%). While Millersville takes pride in making this transition successfully, and still enjoys a solid financial footing, its enrollment was down 4.2% for the 2020 fall semester. Millersville anticipates that the reduction was in part due to deferments and, at time of preparing this document, has seen a 32% increase in 2021 freshmen applications relative to the same time last year. However, if enrollment declines do materialize, the Provost may need to carefully manage faculty reductions in a manner that is fully compliant with the faculty collective bargaining agreement, while also achieving the goal of supporting existing and new academic programs that will produce increased enrollments.

2. Provide Leadership to the Implementation of New Academic Programs

To counteract the revenue challenges brought on by the pandemic, immediate emphasis is being placed on academic programs that drive enrollment and revenues. Recently, Millersville received PASSHE approval for 10 new programs, all of which are aligned with local employer needs and are intended to meet the demands for highly skilled, well-educated, and career-ready students. These programs are primarily clustered in the health sciences and information technology disciplines and will be taught in several modalities – face-to-face, online, and blended – in order to maximize flexibility for traditional students and adult learners. These programs will not only stimulate enrollment growth, but will also enable Millersville to extend its existing collaborations with a variety of healthcare providers and information technology firms in the Lancaster region.

The new Provost will play a key role in the successful rollout of these programs. First, the Provost will commit resources to adequately support these programs with appropriate faculty and staff. The Provost will also work closely with the university’s marketing and communications team to design effective messaging and advertising initiatives that will promote their value to prospective students. Finally, the Provost will take a personal role in interacting regularly with regional employers to ensure that these programs are meeting the needs of the region’s economy by producing graduates prepared to engage as productive citizens.
3. Effectively Represent Millersville’s Interests on Statewide Matters
In 2019, the Pennsylvania State System of Higher Education announced a comprehensive initiative to fundamentally redesign its educational and business models, with the intent of improving student success, leveraging the strengths of its universities, and optimizing its resources. This system effort is currently at the point of identifying potential structural changes to the system’s organization (possibly “clustering” a number of the universities under common governance) and significantly increasing opportunities for students to take courses from any of the PASSHE schools. While Millersville is not being considered for clustering it will certainly be expected to meaningfully participate in potential program sharing.

Millersville’s next Provost will be expected to immediately participate in these planning conversations and work closely with PASSHE leadership and peer chief academic officers. As such, it is important that the Provost serve as a thoughtful, collaborative “system citizen” in the construction and implementation of plans that will strengthen Pennsylvania students and communities. At the same time, though, the Provost should be a confident, constructive and persuasive “champion” for Millersville’s current needs and future possibilities. The Provost should regularly advocate for Millersville’s deep and distinctive academic “points of pride” to ensure that they are part of PASSHE’s new academic model – and not marginalized. This will require the Provost to quickly build effective relationships across the PASSHE system, and to acquire a keen sense of the political dynamics surrounding this redesign.

4. Contribute to the Implementation of Millersville’s New Strategic Plan
The Provost will oversee the implementation of the academic elements of the university’s new strategic plan, which was launched in July 2020 and will guide the university through 2025. The strategic planning process drew on the enthusiasm of new university leadership and the wealth of expertise and talent among Millersville’s constituents to design and articulate a strong strategic vision for the university’s future. The plan launches key strategic imperatives which center on Millersville’s EPPIC Values: exploration, public mission, professionalism, integrity, inclusion and compassion. Many of these initiatives reside in academic affairs, and the Provost will play an important role in following through to properly implement them and measure their impact and ultimate success.

5. Effectively Structure, Staff and Lead the Office of Academic Affairs
Millersville’s new Provost will inherit an academic affairs leadership team that is experienced, deep, and well regarded. However, like any new leader, the Provost should lay “fresh eyes” on the Office of Academic Affairs to ensure that it is properly organized and staffed to manage the daily activities that support the Deans and their respective Colleges. Processes such as program reviews, personnel and tenure matters, and other administrative areas should be carefully reviewed and evaluated to ensure that they are delivering high levels of customer service.

The Provost should also assess the level of collaboration between academic affairs and its critical partners in enrollment management and student affairs. Seamless, high-performing relationships between these administrative and academic units are essential to the goals of enrollment sustainability/growth and student success.

6. Establish Strong and Lasting Relationships
The success of the Provost in achieving these opportunities for leadership will be positively impacted by their commitment to building and sustaining genuine personal relationships on and off campus. As the chief academic officer, building immediate rapport with the faculty will be a priority. This will begin by establishing an effective working partnership with the faculty collective...
bargaining unit. Millersville’s long-standing reputation for working collaboratively with its local APSCUF chapter was achieved through the current Provost’s commitment to open conversation, listening and straight talk. Further, the Provost has an established relationship with employees covered by two additional bargaining units, SCUPA and AFSCME. The Provost will also want to reach out to other key campus constituents, starting with students and including peer cabinet members and staff.

Externally, the Provost will be invited to join President Wubah in representing Millersville to Lancaster’s business, community, and civic leaders. This will enhance the growth and success of the university’s academic/regional partnerships and also equip the Provost to participate in the university’s fundraising activities. The Provost is also expected to demonstrate global competency representing Millersville University worldwide, by ensuring the growth of the university’s international partnerships.

Professional Qualifications and Personal Qualities

The Provost and Vice President for Academic Affairs will be an engaged leader with a demonstrated commitment to Millersville’s mission and core values. The Provost will embrace the faculty’s commitment to excellence in teaching, underscored by quality scholarship, and understand the important connections between the two. The Provost will strengthen and foster the notion of a vibrant and diverse community of faculty, students, and staff, enhancing relationships with alumni, parents, and friends of the university.

The Provost must be an experienced academic leader with a strong track record of developing and administering academic programs, managing and evaluating faculty and staff, advancing grants and sponsored research, planning and managing budgets and conceptualizing and implementing strategic plans. Deep familiarity with the challenges facing higher education and an ability to define and implement creative solutions to those challenges using the tools and talent of the Academic Affairs Division will be essential. The successful candidate will be able to navigate the balance of programs, audiences, and learning modalities for current and future students while cultivating a spirit of intellectual rigor and entrepreneurship.

The successful candidate will demonstrate:

Academic Credentials. Earned terminal degree and a record of teaching and scholarly accomplishment sufficient to merit a tenured appointment at Millersville University.

Executive Leadership. Successful record of academic leadership at the dean, associate provost, or provost level, working in close partnership with other senior institutional leaders; a record of leading with integrity, and serving as a strong, visible, and engaged leader to inspire the community and build consensus around an innovative vision for the academic enterprise. Proven ability to lead in a manner that is transparent, inclusive, and reinforces accountability; articulates decisions in a clear, timely, and compelling way; and effectively represents and acts as a spokesperson for the university.

Academic Leadership. Ability to articulate, implement, evaluate and revise short and long term goals and plans for academic affairs - including academic program priorities and policies, academic program review, academic support services, faculty development, curricular planning, and faculty performance review. Skill in recruiting, retaining and evaluating the performance of deans and academic administrators; ability to promote excellence and achieve expected results. Ability to stimulate faculty achievement in teaching, research, scholarship and creative activities and professional development for administrators and staff.
**DEI Commitment.** Demonstrated commitment to the recruitment and retention of diversity among faculty, staff, students, and administrators, ensuring the campus community is welcoming to those of all races, religions, social-economic backgrounds, gender identities, abilities and sexual orientations. Demonstrated ability to facilitate and engage in difficult dialogues on diversity, equity, and inclusion topics that impact faculty, staff, and students of diverse backgrounds. Successful track record of recruiting, mentoring, and retaining strong diverse leaders, and supporting their professional development to create successful leadership teams.

**Academic Innovation.** Successful record of building new and innovative programs, colleges, and/or schools; aligning academic programs with regional, national and global workforce needs; and cultivating interdisciplinary engagement in research, scholarship, and creative activity. Ability to identify and pursue opportunities to enhance the University's financial resources through grant, programmatic, research, philanthropic and entrepreneurial opportunities.

**Financial Management.** Demonstrated ability to successfully manage academic budgets and make strategic decisions in the face of competing priorities and resource constraints. Proven ability to ensure transparency around the generation and allocation of resources, as well as an appreciation for new and emerging budget models.

**Relationship Building.** Proven ability to create and grow collaborative relationships with the president and other senior leaders, faculty, and staff. Skill in articulating vision and providing guidance to deans, associate provosts, and assistant vice presidents as well as Provost's Office staff. Proactively engaged in working collaboratively across the university to address student needs and continually improving processes that increase student success.

**Community Engagement.** Success at developing external partnerships with a focus on building strategies that align with the University's strategic direction and priorities. Ability and commitment to maintaining the University's Carnegie Community Engagement Classification. Ability to champion and enhance the visibility and reputation of the University through outreach to community, state and national organizations, businesses and other groups.

**Strategic Planning.** Demonstrated ability to develop and implement academic and university-wide strategic plans, with a focus on addressing big picture and long term challenges and opportunities. Demonstrated ability to coordinate and engage in authentic and meaningful stakeholder consultation, and to work effectively with faculty, staff, students, and administration on implementation and progress assessment.

**Shared Governance.** Capable of managing the provisions of the faculty Collective Bargaining Agreement, and working with faculty union leadership to constantly enhance the teaching, learning, research, service and outreach climate. Experience with shared governance in a collective bargaining environment and experience serving in a leadership position within public higher education are preferred.

**Procedure for Candidacy**

Inquiries, nominations, and applications are invited. Review of candidate materials will begin immediately with the goal of having the new Provost by July 31, 2021.

This search will be conducted with respect for candidate confidentiality, which will be maintained until continuing candidates are invited to campus in the final stages of the process. References will not be contacted until finalists are identified.

Applications should be received as soon as possible and no later than December 4, 2020 to ensure fullest consideration. Interested individuals should submit, as two separate documents, a curriculum vitae and a letter of interest that addresses the themes, responsibilities and requirements described in this Leadership Profile. Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries may be directed to John Thornburgh or Elizabeth Bohan at: MillersvilleProvost@wittkieffer.com.
Appendix I

Points of Pride

Creating Academic Programs of National Distinction

• U.S. News & World Report Best Colleges ranked Millersville 29th among public schools for Best Regional Universities in the North in their 2021 ranking.
• Saxbys is a student-run café on campus offering business and entrepreneurial opportunities to students.
• Millersville offers three doctoral programs: Ed.D., DNP and DSW.
• Millersville’s master’s degree in gifted education was ranked #22 in the nation by CollegeChoice.net.
• Ranked #1 for the top online master’s degree in emergency management by Intelligent.com.
• Ranked #7 by College Faculty for Best Colleges for Music in Pennsylvania.
• Among the 50 best Early Childhood Education Programs in the country according to Study.com.
• Online master’s degree ranked 20 in the national Best Colleges.com survey.
• Nationally recognized meteorology program.
• The University’s newest programs are Entertainment Technology, Sport Administration, Packaging Engineering Technology, Information Technology, Media Arts Production, Environmental and Spatial Sciences and Multidisciplinary Studies.

Nurturing a Passion for Learning

• Faculty members in all colleges publish a wide variety of academic books, appear regularly in peer-reviewed journals, serve as editors for journals in their disciplines, receive prestigious fellowships and serve as leaders of their professional organizations at the state and national levels.
• The Engaged Scholars Program brings together faculty interested in service-learning and community-based research to build a community of practitioners that collaborate and support each other in the development of engaged public scholarship.

Fostering an Appreciation for the Liberal Arts

• The Walker Center for Civic Responsibility and Leadership provides student-centered educational and development projects and activities based on the premise that civic education equips students to become active leaders in civic affairs.
• The Center for Environmental Science promotes research, collaborations and novel approaches to regional environmental problems in the four major areas of air quality, land use, water resources and biological resources.
• The Center for Pennsylvania German Studies is a clearinghouse for information on the Pennsylvania German culture in America.
• Ranked #1 among Pennsylvania State System universities by Washington Monthly for social mobility and contribution to public good.
Cultivating a Community of Diverse People, Thoughts and Perspectives

- For nine years in a row Millersville University has received the INSIGHT into Diversity Magazine’s Higher Education Excellence in Diversity (HEED) Award.
- The Migrant Education Program is the largest in Pennsylvania and provides educational support for migrant students and their families throughout a three-county geographic area.
- The Intercultural Center is designed to foster a sense of inclusivity and community on campus through events, programs and campus-wide conversations between cultural groups.
- Integrated Studies is an inclusive post-secondary initiative at Millersville for young adults with an intellectual disability. Our campus community of faculty, staff, coaches and mentors supports each student as they develop a person-centered plan to guide their journey at Millersville University.

Developing Life and Leadership Skills

- Millersville University was recognized in 2020 in three categories for the prestigious “Great Colleges to Work For” award, presented by ModernThink.

Providing Responsible Stewardship

- The University has continued their campaign, now at $54 million, to support student scholarships, high-impact practices and athletics.
- The Lombardo Welcome Center, a zero energy building on campus, continues to win national and international accolades.
- One of four universities in the country to be recognized by the U.S. Department of Education as a 2019 Green Ribbon School.
- A 2020 American Association of State Colleges and Universities Excellence and Innovation in Sustainability and Sustainable Development award recipient.

Appendix II

Academic Affairs Organizational Chart
Millersville University responded quickly as the COVID-19 pandemic evolved in the early months of 2020. By mid-March we announced plans to transition to remote instruction and in the subsequent weeks enacted measures to protect our students, faculty and staff and the surrounding community.

We convened several teams to respond to the immediate challenges created by the COVID-19 pandemic and then manage our response over time. These include an Incident Response Team in the spring of 2020, followed by a Fall Implementation Team over the summer and an Incident Management Team once the fall semester began.

Based on the consultation of these teams and coordination with PASSHE leadership, the President and his Cabinet decided to prioritize University health and safety and thus implement a fall semester approach that keeps campus student density low. Currently, approximately 80% of courses are taught through remote instruction with the remaining 20% being taught face to face. Our faculty have participated in trainings since early spring to help them transition to remote instruction and have benefited from peer-to-peer knowledge sharing from resident remote instruction experts. Our on-campus residence halls are operating at 30% capacity following a one-student-per-bedroom model that further reduces campus density.

We plan to continue with a similar approach in the spring of 2021; wherein, the majority of courses will be offered remotely with experiential courses taught in person or using a hybrid modality. We have also invested significantly in camera-equipped classrooms and will offer case-by-case opportunities for faculty to provide synchronous, multi-modal instruction.

To date, our campus COVID-19 mitigation measures have helped keep case numbers manageable. We emphasize health screenings, use of face coverings, limiting numbers at social gatherings and social distancing. Our on-campus health services offers rapid testing to students, and our main campus buildings are equipped with temperature kiosks. Our Incident Management Team includes faculty from our nationally-recognized emergency management program and works closely with University leadership on day-to-day COVID-19 response measures.

As with many other universities, the pandemic has affected our enrollment numbers; wherein, our fall 2020 headcount was down 4.2% relative to last year. We anticipate that this reduction is in part due to deferments and have already seen an increase in applications for fall 2021 of more than 40% over the same time last year.
The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Millersville University documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Witt/Kieffer is the nation’s leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.