



MCPHS
UNIVERSITY

The Massachusetts College of Pharmacy and Health
Sciences University

**Vice President for
Academic Affairs - Provost Search**



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Haley Associates

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THE OPPORTUNITY

MCPHS University (Massachusetts College of Pharmacy and Health Sciences) invites candidates for the position of vice president for academic affairs - provost. The University seeks an experienced, visionary and collaborative leader who has a demonstrated commitment to teaching, learning, and student success. This individual will be a sound manager and innovative thinker with outstanding interpersonal and communication skills; flexible and inter-culturally competent; a leader who fosters relationship building, community, and collaboration.

The provost reports to the president and works in collaboration with the president and other members of the leadership team to provide vision, leadership and sound operational management across all MCPHS schools, programs and campuses. This individual will oversee and align academic and budgetary policy and priorities, ensure the quality of the faculty and student body and maintain the educational excellence of the institution. The university's next provost will have a terminal degree from an accredited institution. Experience with health care education is preferred but not required.



MCPHS is a dynamic, innovative university which has built an array of highly attractive health care programs while maintaining a strong financial position. With a main campus in Boston, and two other campuses in Worcester, MA and Manchester, NH, as well as a large online program portfolio, this highly diverse teaching university prepares students for successful careers in healthcare through excellence in teaching, scholarship, research, professional service, and community engagement. The University is committed to preparing competent, caring, ethical health professionals and scientists to meet the need for quality healthcare

professionals.

Student success is a point of pride at MCPHS; 85% of MCPHS students return after their first year (20% higher than the national average); 72% of students graduate in 6 years (national average: 42%). MCPHS students have access to the most sought-after internships, clinical placements and research opportunities in the region. Students receive real-world experience from the leading hospitals in Boston, western Massachusetts and New Hampshire, including the #1 ranked pediatric hospital in the country and New England's most comprehensive cancer treatment center. MCPHS students rank among the top alumni earners in the nation, and the University is ranked the #1 University in the U.S. for Earning Power according to the *Wall Street Journal/Times Higher Education College Rankings* for 2018.

THE ROLE OF THE VPAA - PROVOST

The provost is the chief academic officer of the University and is responsible for the academic mission of the institution, academic programs and support services, faculty and student affairs.

At this healthcare-focused university, with a full spectrum of healthcare programs, the provost advises the president on academic matters, recommends strategic initiatives, and

implements changes to ensure academic and operational success across the University, both now and into the future.

The provost works closely with deans and faculty to develop, implement and promote educational and scholarship goals, fosters and manages curricula, teaching, and works with the faculty on matters that impact academic policies and procedures. The provost promotes the general welfare of the University, oversees all aspects of professional and academic accreditation, professional development and evaluation, faculty recruitment and retention, and curriculum assessment and planning.

DUTIES AND RESPONSIBILITIES

A. Academic Leadership

- The provost must ensure the highest quality of academic programs, curriculum, instruction, and the selection, development and evaluation of faculty while working collaboratively with MCPHS stakeholders and constituents to fulfill the University's strategic plan, vision, and goals.
- Through collaborative leadership the provost:
 - Provides leadership in development and oversight of academic programs and support services, including changes in curriculum, degree and non-degree programs, and policies and procedures, in collaboration with the deans, directors and faculty representatives.
 - Provides leadership in academic strategic planning and in establishing annual and long-term academic goals and priorities.
 - Ensures adherence with policies and procedures that assure high academic standards and respect for the MCPHS vision and mission.
 - Collaborates with Academic Affairs Units, Administration, Advancement and Alumni Relations, Admissions, Student Affairs, faculty, and staff to generate and utilize effective and accessible assessment data to create appropriate strategies for improving student learning, retention, and completion rates.
 - Provides leadership and oversight of institutional effectiveness efforts in academic affairs including the use of evaluation results for planning and resource allocation.
 - Facilitates and models an environment that fosters open discussion and debate with respect for a diversity of ideas and perspectives.

B. Accreditation

- Responsible for compliance with NEASC and specialized accreditation (where appropriate) requirements for academic units, including coordination of periodic reports and reports on substantive changes made in degree and non-degree programs.
- Provides leadership for strategic academic planning, coordinates institutional strategic planning with academic goals and objectives, and ensures implementation and results.

C. Faculty Employment and Development

- Establishes priorities and plans for faculty recruitment.
- Ensures the integrity of the processes of hiring and appointing faculty.
- Ensures effective mechanisms for comprehensive professional development that supports innovative pedagogy, curriculum development, assessment strategies, service learning, leadership, external partnership development, emerging technologies and skill sets, and scholarship.

- Provides oversight and decision-making in faculty evaluation: annual evaluation, promotion and tenure process, re-appointment, and annual salary increases.

D. Administrative and Financial Responsibilities

- Collaborates with the Executive Vice President on budget planning and development around academic needs and oversees the allocation of resources across academic units.
- Supervises and evaluates the effectiveness of the academic and administrative deans and their respective units, in accordance with institutional policies and procedures, and partners with them to support their goals and objectives and continuing professional development.
- Is instrumental in seeking and securing external support for academic programs and services, research and outreach.
- Serves as a member of the senior leadership of the University. Represents academic interests of the University at meetings of the senior leadership, the Board of Trustees, Colleges of the Fenway, New England Association of Colleges and Schools and other relevant constituencies.
- Engages and facilitates reciprocal partnerships between the University and business/industry, not-for-profit organizations, and educational institutions.
- Strategically develops and oversees sustainable planning for Academic Affairs related budgets; coordinates planning, allocation, and use of fiscal resources.
- Provides leadership for the Academic Affairs Units, engaging with staff and faculty in strategic proactive planning to optimize student supports, systems operations and resources and University needs.
- Facilitates effective, transparent, and respectful communications, keeping the community informed of processes and activities.
- Works closely with Information Technology, faculty, and staff to ensure the most advanced technologies are intentionally integrated into MCPHS curriculum, pedagogies, and system processes.
- Oversees compliance with the terms of contracts with collective bargaining units and participates in the negotiating process.

TOP AGENDA ITEMS FOR THE VPAA—PROVOST



1. MCPHS University has successfully grown and diversified its programs and enrollment in recent years. The next provost will have the opportunity not only to add promising new programs but also to assure comprehensive support, infrastructure, and outcomes for existing programs across the three campuses and the online portfolio. Integrate the different cultures and complex programs of the three campuses into a holistic

university for the benefit of students.

2. The provost will assure that all programs meet the university's standards of excellence and effectiveness as well as the increasingly stringent expectations

of professional and regional accrediting bodies in an environment of heightened competition in the sector, and dwindling student demographics. Assure a comprehensive, centralized program of data management across the university to inform decision-making and accreditation efforts.

3. The provost will work to assure a comprehensive and integrated program of inter-professional education across all programs and campuses of the university.
4. Act as an effective bridge between the faculty, staff and students and the senior administration. Transparency, directness, candor, and an understanding of the various perspectives and values of university constituencies will inform the provost's communications with all groups and build a culture of collaboration and shared purpose.

QUALIFICATIONS OF THE VPAA - PROVOST

- Successful experience in a senior leadership role in academia at the level of provost, dean or comparable position.
- A doctorate or terminal degree is required; experience in health sciences education is not required, but is preferred.
- An understanding of current issues and trends in healthcare and higher education; the direction in which these industries are trending and how they impact the educational environment.
- A strong understanding of the financial model of a private, tuition driven institution of higher education.
- Extensive experience and expertise in fiscal management and resource allocation.
- Demonstrated experience with effective and collaborative strategic planning.
- A successful record of collaboration and partnership building with internal and external constituents.
- Demonstrated experience leading ongoing efforts to meet accreditation standards.
- A commitment to effective support for faculty and staff development.
- Appreciation for a diversity of learners and teachers and demonstrated ability to build and implement an infrastructure that ensures success for all members of an academic community.
- Success with leading organizational change.
- Experience with enhancing existing success to sustain that into the future.

The provost will possess an innovative and entrepreneurial spirit, excellent leadership skills, the ability to prioritize, multitask, and be an effective and collaborative team member. Experience with a multi-campus institution of higher education is preferred.

MCPHS offers a competitive salary and excellent benefits, including a substantial health/dental insurance subsidy, generous holiday/vacation policy, and a significant retirement plan contribution.

Please refer to the end of this document for procedures on how to apply or nominate a candidate for this position.

MCPHS: AN OVERVIEW

From its founding in 1823 as the second-oldest college of pharmacy in the United States to its current state as a leading-edge University specializing in health sciences, MCPHS is focused on shaping the healthcare landscape.



With nearly 1,200 total employees across three campuses –Boston, Worcester, and Manchester, NH—our mission is to guide and support students toward successful and sustainable careers in an industry to which we are wholly committed. We provide students with the knowledge, skills, and education that leads to professional success, improving human health, saving lives, and advancing scientific research.

Students at MCPHS are professionally focused, driven and represent almost every state in the U.S. and dozens of foreign countries. MCPHS not only enjoys a rich diversity in its student body, but also offers a rich diversity of healthcare programs, paralleling the interdisciplinary team approach in modern healthcare institutions.

- 85% Students who return after their first year (20% higher than national average)
- 72% Students who graduate in 6 years (national average: 42%)
 - 100+ Programs offered across our three campuses and online, all designed to prepare the next generation of healthcare leaders

MCPHS students have access to the most sought-after internships, clinical placements and research opportunities in the area. From the leading hospitals in central Massachusetts and southern New Hampshire, to Boston's world-class Longwood Medical and Academic Area, students gain valuable, real-world experience in institutions, including the #1 pediatric hospital in the country and New England's most comprehensive cancer treatment center, to name two.

Unlike research institutions, MCPHS faculty focus on teaching. Distinguished full-time faculty are fellows of national academies and past presidents of national professional associations. They are editors of medical journals, investigators on federally-funded research projects, and business leaders. Above all, they are mentors to students, highly available and supportive.

- 737 - Faculty members at MCPHS
- 91% -- Full-time faculty members with terminal degrees
- 15:1 - Student-to-faculty ratio

MCPHS campuses in Boston, Worcester and Manchester give students access to some of the most prestigious healthcare institutions in New England. Campus life is vibrant, with extracurricular and collaborate opportunities ready for the taking.

- 200+ - Clubs, organizations and sports available to our Boston students through the Colleges of the Fenway consortium.
- 30,000+ - College students living in the vibrant city of Worcester, MA.
- 30+ - Professional organizations and clubs available on our Manchester, NH campus.

With a full range of healthcare programs, MCPHS offers students various ways to attain their career goals and helps them find the right one. Every student is assigned a MAC team—Mentors, Advisers and Coaches—for personalized guidance and support.

- **Mentors:** Faculty Mentors assist students with broad curriculum and career exploration, graduate and continuing education, an understanding of professionalism, and general advice in their field.
- **Advisors:** Academic Advisors assist students with the academic challenges and transitions they encounter on their way to becoming health care professionals, including helping with registration.
- **Coaches:** MCPHS Student Success Coaches provide personalized performance-enhancing guidance to help students set academic goals, manage their time more effectively and make the most of campus resources.

MCPHS University continuously invests in its programs and technology. For example, the sonography lab offers 17 ultrasound units equipped with advanced 3D/4D equipment, the pharmacy lab is an actual working, licensed pharmacy, and the dental hygiene clinic is widely recognized as one of the most comprehensive oral healthcare clinics in New England.

MCPHS Produces Top Earners in New England

The U.S. Department of Education’s College Scorecard shows that MCPHS has been ranked #1 in New England for median salary and #4 nationally, placing it ahead of other premier universities including Harvard University and the Massachusetts Institute of Technology. MCPHS was recently ranked the #1 university in the United States for earning power by The Wall Street Journal/Times Higher Education College Rankings. The ranking notes that “Massachusetts College of Pharmacy and Health Sciences tops the list of schools that elevate their graduates to higher incomes than they might otherwise earn. The University produces graduates who make a median annual income of \$112,700, ten years after enrolling.”

MCPHS empowers graduates to take advantage of the exponential growth of the healthcare industry, where one in four new jobs will be created through 2024, according to the U.S. Bureau of Labor Statistics.

MCPHS students train for high-paying careers in in-demand fields, where they have the opportunity to channel their talents for sciences and critical thinking into fueling positive change around the world. MCPHS offers over 100+ health sciences programs, all designed to elevate the next generation of healthcare leaders.

Our uniquely immersive and hands-on culture is designed to help students achieve their potential as a healthcare professional.

Students train with the same technology and equipment used in real-life labs, offices, and hospitals. They thrive in a community of like-minded learners. MCPHS offers undergraduate and advanced programs across the entire healthcare spectrum.

Mission and Core Values

MCPHS prepares students for successful careers in healthcare through excellence in teaching, scholarship, research, professional service, and community engagement. The University embraces a set of core values that reflects commitment to preparing competent, caring, ethical health professionals and scientists to meet the need for



quality healthcare. As members of the University and the broader community, we are committed to the following core values:

- Learner-centered teaching and student engagement that fosters intellectual vitality, critical thinking, and lifelong responsibility for learning and continuing professional development
- Honesty, integrity, professionalism, and personal responsibility. Respecting diversity and appreciating cross-cultural perspectives.
- Adaptability and flexibility in response to the ever-changing external environment.
- Efficient use of resources to maximize value to those we serve.
- Excellence and innovation in education, scholarship/research, and service, including community outreach.
- A productive, satisfying work and learning environment that is built upon cross-disciplinary and cross-campus collaboration.
- Integration of liberal arts and basic sciences with professional studies.
- Scholarship that contributes to developing knowledge, improving health sciences education, and improving health care and health outcomes.
- Education that fosters developing the whole person.



Learning Outcomes

With a tradition of excellence in health care and science education MCPHS offers its students degree programs and co-curricular activities that are focused on knowledge and skills development. The University's mission statement affirms its

primary goal of preparing students for successful careers in health care through excellence in teaching, scholarship, professional service and community engagement.

MCPHS University prepares its graduates to:

- Possess interpersonal, oral, and written communication skills to effectively interact with a diverse population including patients, clients, customers, and colleagues.
- Create and sustain positive and productive professional relationships with patients, clients, customers, and colleagues.
- Apply technical knowledge, information literacy, cultural sensitivity, critical thinking skills, and problem-solving strategies necessary in professional settings to provide comprehensive services to patients, clients, and others.
- Collaborate effectively as a team member to bring projects to successful completion.
- Behave in a responsible manner and hold oneself and colleagues to the professional and ethical standards of their profession.
- Engage in lifelong learning and regular self-assessment to achieve continuous professional growth.

MCPHS Leadership

An alumnus of MCPHS with a bachelor's degree in pharmacy, Charles F. Monahan Jr. became the fifth president of MCPHS University in 1997 after 35 years as a practicing pharmacist and successful businessman. Prior to his inauguration as president, President. Monahan served as a member of the University's Board of Trustees for eighteen years and spent the last six years as the chairman of the board. Under President Monahan's leadership, MCPHS University has experienced unprecedented growth in enrollment, physical facilities, research, and endowment.

MCPHS has a legacy of exceptional leadership that has kept us on the cutting edge of healthcare education. The MCPHS University spirit of innovation and our continued pursuit of excellence are championed by our leaders. The entire staff at MCPHS shares a deep dedication to forwarding the healthcare industry by training future generations of professionals across all disciplines.

MCPHS Campuses

Boston, Massachusetts

Feel the energy in the hub of healthcare. While we are the oldest institution of higher education in Boston, our campus is the very definition of modern innovation. Located in the world-renowned Longwood Medical and Academic Area, everything Boston has to offer is at our doorstep. This dynamic setting provides students with opportunities for academic and clinical experiences at some of the most prestigious medical and research institutions in the world.

Worcester, Massachusetts

Live and learn in an urban center of opportunity. Located 40 miles west of Boston in central Massachusetts, Worcester is a center of healthcare and education. New England's second-largest city is home to more than 30,000 students, fifteen higher education institutions, dozens of clinics and several major hospitals. On our vibrant downtown campus, you will join a diverse group of dedicated professionals working to enhance their current careers or start new ones.

Manchester, New Hampshire

Thrive in a close-knit community. Just about 50 miles from Boston, our Manchester campus is conveniently located right downtown. It offers the great combination of modern facilities and an energetic student population, along with the manageability of a smaller New England city. Enjoy the laid-back vibe, shops, restaurants, historic architecture, and classic New England character.

MCPHS: Facts & Figures

Student Population

Total Enrollment: 7208

Boston: 4474

Worcester: 1606

Manchester: 512

Newton: 72

Online: 544

Countries Represented: 74

States Represented: 52 (55% from Massachusetts)

White: 40.7%

Other/Unknown: 1.6%

First-Time Freshmen Student Profile

Average GPA: 3.5

Average SAT: 1147

Average ACT: 24

Total Freshmen in the Class: 770

Graduating Class 2015-2016 Profile

Student Body: 1821

Undergraduate: 679

Graduate: 1142



Race/Ethnicity Distribution:

Asian American: 21.2%

Black / African American: 7.5%

Hawaiian / Pacific Islander: 0.1%

Hispanic American: 5.6%

International: 13.8%

Native American / Alaskan Native: 0.2%

Current enrollment is approximately 7,000 students, an all-time high for the University.

Academics

Schools

- New England School of Acupuncture
- School of Arts & Sciences
- Forsyth School of Dental Hygiene
- School of Medical Imaging and Therapeutics
- School of Nursing
- School of Optometry
- School of Pharmacy
- School of Physician Assistant Studies
- School of Rehabilitation Sciences

Programs of Study: 100+

Full Time Faculty: 737

Student Clubs and Organizations: 100+

Housing: 1149 (53% Freshmen, 47%)

GLOBAL IMPACT

As a global leader in pharmacy and health sciences education, MCPHS contributes to the advancement of healthcare education through international collaboration. The Center for International Studies (CIS) networks across departments to provide a spectrum of services to students drawn to MCPHS from countries around the world, and to students seeking educational and professional opportunities abroad. The CIS focuses on student success and global engagement, from enrollment through all aspects of the academic experience, and encourages collaboration among students, faculty, alumni and institutions to pursue excellence in the global field of healthcare.

MCPHS is committed to international and comparative perspectives in teaching and learning. By working together to build and enhance international programs in this fast-paced, ever-evolving industry, MCPHS collaborative projects complement academic and medical missions around the world.

University collaborations include student and faculty exchanges, research internships, curriculum development, and dynamic opportunities for study, service and clinical rotations abroad. MCPHS helps outside institutions leverage our expertise so that they can build the local resources they care about, from access to stateside simulation and practice laboratories, to degree programs designed for affiliate sites, to unique educational programs for private industry and military retraining.

At the Boston campus, dozens of our esteemed full-time faculty hold degrees from universities outside the United States, representing the healthcare universe across 25 countries on six continents.

Over 800 international students come to MCPHS to study each year. They graduate eager to grow new roots in the highly competitive U.S. market or bring their invaluable skills back home. Currently, our student population hails from over 70 countries.

INTERNATIONAL OPPORTUNITIES

Affiliations with universities around the world create new levels of international engagement and academic cooperation.

Service-Learning Programs

Faculty-led student groups travel to international locations, including Peru and Morocco, where they volunteer alongside local medical professionals and students to observe valuable health services in urban hospitals, rural health clinics, schools, and other facilities. Open to students across all disciplines, service-learning programs offer an intensive, two-week immersion into a community's culture and healthcare systems.

Clinical Rotations and Clerkships

Some academic programs at MCPHS give students the opportunity to conduct their required clinical rotations or clerkships abroad. These experiences last about six weeks and allow students to gain practical experience on the global stage.

Travel Courses

Through MCPHS's membership in the Colleges of the Fenway (COF) consortium, students have the opportunity to enroll in elective courses that include an embedded international travel



component. Typically, the travel takes place during campus breaks, and students visit sites relevant to the coursework.

Summer/Semester Abroad

A month or two in the summer or a full semester abroad can provide students with a wealth of enriching experiences - along with course credit. With advanced planning, students may be able to take an elective course, such as behavioral sciences or humanities, at an institution overseas.

Student Exchange Program

Affiliations with universities all over the world create new levels of international engagement, academic cooperation and immersion in local healthcare infrastructures. In collaboration with these global institutions, MCPHS develops opportunities for professional and academic exchange of faculty and students. Learn more about our Global Collaborations.

MCPHS Accreditation

New England Association of Schools and Colleges, Inc.

MCPHS is accredited by the New England Association of Schools and Colleges, Inc. (NEASC), through its Commission on Institutions of Higher Education. In addition, MCPHS fields 38 programs with individual regional and professional accreditations.

Commonwealth of Massachusetts

MCPHS is approved by the Commonwealth of Massachusetts to grant the degrees and certificates awarded by programs on the Boston, Newton and Worcester campuses.

State of New Hampshire

MCPHS is approved by the New Hampshire Department of Education, Division of Higher Education - Higher Education Commission.

For additional information on MCPHS please visit <https://www.mcphs.edu/>

Procedure for Nomination and Application

Dr. Katherine Haley (603.748.4399) and Dr. Tom Horgan (603.568.8237) of Haley Associates Higher Education Executive Search LLC are supporting the search and welcome nominations and inquiries. To make nominations or inquiries, please contact them at:

MCPHSProvost@haleyassociates.net

To apply: Please submit a letter of application addressing your match to the criteria MCPHS University has established in this document, along with your vita and a list of five annotated references (who will not be contacted until later in the search) to haleyassociates.hiringthing.com. For the complete leadership prospectus go to: mcphs.edu/careers-at-mcphs.

Review of nominations and applications will begin in March 2018 and will continue until the position is filled. For best consideration, application materials should be submitted by April 24, 2018. The preferred start date is July 1, 2018.

Finalist candidate(s) for this position will be subject to a pre-employment background check as a condition of employment. MCPHS University is an equal opportunity employer. Applicants who would enrich the University's diversity are welcome to apply.