



UMass | Dartmouth

Invites Applications and Nominations for the
Position of:

Chancellor
North Dartmouth, MA

Greenwood/Asher
& ASSOCIATES, LLC

The Search

The University of Massachusetts Board of Trustees seeks a visionary, creative, and entrepreneurial leader for the position of Chancellor to lead the University of Massachusetts Dartmouth at a time of tremendous opportunity for growth and impact.



Distinguished by personalized teaching, innovative research, and full engagement in regional economic, social, and cultural development, UMass Dartmouth is an institution that transforms the lives of individuals and communities. About half of its nearly 8,000 students represent the first generation of their families to pursue a college education and they do so at a university with a comprehensive set of opportunities, offering nearly 60 undergraduate majors, 42 master's programs, 13 doctoral programs and the Commonwealth's only public law school.

In 2016, UMass Dartmouth earned designation as a Doctoral University – Higher Research Activity from the national Carnegie Classification of Institutions of Higher Education, making it the only Massachusetts research university south of Boston. UMass Dartmouth's \$28 million research enterprise has been forged within an innovation triangle in southeastern Massachusetts, where scientific and creative ventures at the Dartmouth main campus and in the urban centers of New Bedford and Fall River produce knowledge and ideas that are focused on the region but have statewide, national and global impact.

The per-student financial impact on students receiving a UMass Dartmouth degree is among the top 10 percent of universities in the state. But the transformational change UMass Dartmouth offers doesn't stop with the students. The University's unique historical connection to the New Bedford and Fall River communities makes its success vital to Massachusetts' South Coast region. Nationally recognized for community service, the University invests in and excels at areas that resonate with the region – from marine science and business, to health care and the arts, to K-12 education and beyond. Faculty and students work with the community to pose questions and solve problems that have profound consequences locally, nationally, and internationally.

Located an hour south of Boston and 30 minutes from Providence, RI and Cape Cod, UMass Dartmouth is ideally located for students and faculty to use surrounding resources to benefit their scholarship and learning. The South Coast, in addition to offering unspoiled natural beauty, also offers the perfect laboratory to study many of the most pressing issues of our time. With proximity to multiple ocean ecosystems as well as numerous harbors and estuaries, UMass Dartmouth researchers and students have a natural advantage in studying climate change, clean energy, water and food supplies, and much more. At the same time, they can engage themselves in an enriching multi-cultural visual and performing arts community.

UMass Dartmouth's Chancellor will collaborate with the University community and the UMass system to form and implement a strategy that uses these advantages to build upon existing strengths. The next Chancellor will have the creativity to pursue new niche areas of excellence that resonate with the University's mission and the needs of the region, state, and nation. They will be an experienced leader who has demonstrated the implementation of a vision, embraces shared governance, excels at management and resource development, and is a team player and communicator who can lead change and articulate and build support for big ideas.

As the chief executive officer of UMass Dartmouth, the Chancellor will lead the institution by managing and leveraging key human and financial resources to reach new levels of excellence. The Chancellor will continue to nurture and expand the academic reputation of the University and collaboratively plan its future. They will enthusiastically represent the University within the internationally recognized five-campus UMass System to public policy and private-sector leaders, alumni, and the state, national, and international higher education community. The successful candidate will demonstrate outstanding strategic success, communication and interpersonal skills, unwavering commitment to students, unquestioned integrity, strong administrative abilities, high energy, political astuteness, deep commitment to diversity, a sense of humor, and a personal style that engenders trust and respect.

The executive search firm Greenwood-Asher has been retained to assist UMass Dartmouth in this recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

The University of Massachusetts Dartmouth: History and Context

The University of Massachusetts Dartmouth traces its roots to 1895 through predecessor textile schools in New Bedford and Fall River. In 1960, the two schools were combined to create the Southeastern Massachusetts Technological Institute and ground was broken on a unified campus two years later. In 1969 the school expanded to become Southeastern Massachusetts University. UMass Dartmouth adopted its present name and merged with the UMass System in 1991.



The 710-acre main campus has undergone several expansions this century including the addition of the Charlton College of Business facility, new residence halls, research facilities, and a major library extension and renovation. Construction of a second major marine science facility in New Bedford, and an addition to the Charlton College have been completed in the last five years. A new 1,000-bed residence hall opened in the fall of 2020. The Science and Engineering Building is currently undergoing a major renovation.

Designed by the eminent architect Paul Rudolph, the campus is located in Dartmouth with large areas of undeveloped green space, including extensive wooded areas, grasslands, wetlands,

and ponds. Other University sites include the aforementioned School for Marine Science and Technology on the waterfront in New Bedford, the Center for Innovation and Entrepreneurship business incubator in Fall River, the School of Law in Dartmouth, and a College of Visual and Performing Arts facility in downtown New Bedford. UMass Dartmouth employs more than 1,200 people, including nearly 400 full-time faculty members. Most employees are members of five unions on campus; Faculty (Faculty Federation, Local 1895) Professional Unit (ESU, Local 1895), Clerical Unit (AFSCME Council 93, Local 507), Facilities/Maintainers Unit (AFT, Local 6350) and Police Unit (IBPO, Local 399). UMass Dartmouth also creates more than 2,600 non-university jobs. There are more than 50,000 living alumni.

UMass Dartmouth Mission

UMass Dartmouth distinguishes itself as a vibrant, public research university dedicated to engaged learning and innovative research resulting in personal and lifelong student success. The University serves as an intellectual catalyst for economic, social, and cultural transformation on a global, national, and regional scale.



Academic Programs

UMass Dartmouth is accredited by the New England Association of Schools and Colleges (NEASC). On September 25, 2020, NECHE (formerly NEASC) voted to continue the university's accreditation for another ten years.

The campus has evolved from a largely commuter to a residential environment with most of the residential students living in residence halls that have been built or renovated within the last decade. The strategic plan calls for the creation of additional master's and doctoral programs, the building of an enhanced technological infrastructure, and growth of sponsored research. The number of annual PhDs awarded has grown from 3 to 25 since 2010.

Additionally, a successful University Extension – Online and Continuing Education department serves students who choose to pursue their degrees on a part-time basis or take additional courses for personal or professional enrichment. Courses are offered online and on-campus. More than 1000 students are currently enrolled in our online programs. The University now offers 21 undergraduate degrees, 9 graduate degrees and 15 certificate programs fully online. UMass Dartmouth online degrees are ranked among the top 20 most affordable in the nation, with nationally ranked online MBA, computer science, and nursing programs. US News and World Report ranks UMass Dartmouth among the top 10 percent nationally for its online programs.

UMass Dartmouth has eight colleges and schools that offer 60 undergraduate, 42 master's, and 13 doctoral degree programs, and the Commonwealth's only public law school:

- › The [Charlton College of Business](#) enrolls approximately 510 graduate students and 1,400 undergraduate majors. Named for retail giant Earle P. Charlton, the business school embodies his focus on quality, ethical principles, and a driving entrepreneurial spirit. Charlton's professors combine strong academic credentials and diverse corporate, entrepreneurial and consulting experience. They are passionate about teaching business theory and the practical application of knowledge. Students have opportunities to put this knowledge to work through programs such as the UMass Dartmouth Student Investment Fund – the highest performing fund of its kind in the system last year. Housed in a modern building created in 2004 with a gift from the Charlton Family Trust, the Charlton College of Business provides a full range of undergraduate business degrees, MBA programs, and a select offering of professional, post-baccalaureate certificate programs. In addition, the Charlton College is home to an impressive array of research institutes in innovation, marketing, and technology and manufacturing. All of these research and educational offerings have been greatly enhanced by the construction of a new 22,000-square-foot Learning Pavilion, opened this fall.
- › A diverse community of exceptional faculty, students, and staff, the [College of Engineering](#) is comprised of six departments: Bioengineering, Civil and Environmental Engineering, Computer and Information Science, Electrical and Computer Engineering, Mechanical Engineering, and Physics. The college offers 8 undergraduate degree programs, 11 graduate programs, and 7 accelerated BS-MS programs that serve more than 1,000 undergraduate and 300 graduate students. The college's undergraduate engineering programs are accredited by the Engineering Accreditation Commission and the Computer Science program is accredited by the Computing Accreditation Commission of ABET (www.abet.org).

The College of Engineering faculty consists of 56 full-time faculty with degrees from some of the most prestigious universities in the U.S. and abroad. They are involved in world class research sponsored by national agencies and industry, with annual research expenditures exceeding \$9.6 million. Among the faculty are eight fellows of professional societies and 20 editors of top technical journals.

- › The [College of Nursing](#) enrolls more than 820 students, including more than 115 graduate students. With modern nursing labs, outstanding faculty, and local clinical partnerships, the College prepares students for graduate study and their careers. The College's baccalaureate, master's, and doctorate in nursing practice programs are accredited by the Council on Collegiate Nursing Education (CCNE) and



approved by the Board of Registration in Nursing, Commonwealth of Massachusetts.

- › The [College of Visual and Performing Arts](#) is a comprehensive arts college with Bachelor's and Master's programs that prepare students for careers in the arts. Nearly 500 undergraduate students and more than 40 graduate students are enrolled across a diverse range of programs. The College is an accredited institutional member of the National Association of Schools of Art and Design.

Classes are taught on the Dartmouth campus as well as in downtown New Bedford at the Star Store campus, opened in 2001. Once the center of the city's bustling downtown retail district, the long dormant department store was reborn for the 21st century as the centerpiece of New Bedford's thriving urban arts movement. This state-of-the-art facility is home to hundreds of artists working in a variety of disciplines. The Star Store is also home to a number of impressive exhibition spaces – most notably the University Art Gallery, which features exhibitions of local, national, and international renown.

- › Established in 2010, the [UMass Law School](#) is the Commonwealth's only public school of law. Enrolling more than 350 students in the fall of 2020, the school has doubled its enrollment in four years. With a mission to Pursue Justice, UMass Law prepares lawyers to practice in any field of law with a focus on representing the underserved. The school is guided by core values of access, individualized attention, a collegial community that promotes diversity and the development of professional identity, an education that balances theory with experiential learning, and public service. UMass Law offers three programs leading to the Juris Doctor degree, as well as joint degree programs: 3+3 baccalaureate/JD, JD/MBA, JD/Public Policy, JD/Master of Social Work. The school is fully accredited by the American Bar Association.



Justice Bridge, a post-graduate incubator, supports recent UMass Law graduates in learning how to develop profitable and rewarding law practices while serving clients of modest means who need access to legal representation at affordable rates.

UMass Law has achieved many accolades in a short time. The law school's ultimate bar passage rate—the percentage of graduates who passed the bar exam within two years – is at 92% for the Class of 2018, strongly exceeding the minimum 75% ABA requirement that is considered one of the best measures of the quality of a law school's legal education.

- › With an undergraduate enrollment of over 2,300 and over 400 graduate students, the [College of Arts and Sciences](#) is the largest college at UMass Dartmouth. It offers 22

majors and 27 minors, along with online undergraduate completion degrees, and graduate degrees in Portuguese studies, applied behavior analysis, biology, chemistry, psychology, professional writing, and public policy, in addition to several graduate certificates. The School of Education, housed within the College, has nearly 140 graduate students enrolled in teacher licensure, mathematics, and school leadership programs.

Students explore the humanities, social sciences, and mathematics and natural sciences, discovering their passion for learning. Opportunities abound outside of the classroom as well, with active student organizations in mathematics and philosophy, special honor societies in history and psychology, internships in political science and sociology, and many other activities. The College's faculty are dedicated teachers and cutting-edge researchers. Their commitment to engaging students leads to intriguing undergraduate research projects, study abroad programs, valuable internships, community service learning, and experiential learning opportunities. Faculty practice their research and scholarship in the community with work that explores marine and terrestrial biology, social sciences, and the interconnections between technology and culture, among many topics.

- › Founded in 1997, UMass Dartmouth's [School for Marine Science & Technology](#) (SMAST) is a nationally and internationally recognized research school in areas of fisheries, ocean and estuarine science, ocean technology, ocean observation, and modeling. SMAST's cutting-edge research projects emphasize interdisciplinary basic-to-applied marine sciences and the development of innovative technologies. Approximately 50 master's and PhD students take rigorous courses taught by distinguished faculty who have expertise in a diverse range of issues. Researchers at SMAST interact with regional industry, the scholarly marine science and technology communities, and government and non-governmental agencies on compelling marine issues and technological development. SMAST offers world-class academic options, including master's and doctoral-level degree programs, as well as an intercampus marine science program.

In 2017, SMAST opened a new facility to join its existing one in New Bedford. The \$55 million, 77,000-square foot joint project was built in collaboration with the state Division of Marine Fisheries (DMF) to create a major marine science hub in the nation's top fishing port. It brings more than 150 faculty, students, and staff of SMAST and DMF together to engage in education, research and policy related to sustainable fisheries.



Additionally, a group of sophisticated Centers facilitate outreach and research in such areas as Portuguese studies, mathematics and STEM education, advanced manufacturing, labor

education, sustainability, cybersecurity and small business development. In 2020, UMass Dartmouth was named a National Center of Academic Excellence in Cybersecurity by the National Security Agency and the Department of Homeland Security.

Faculty

UMass Dartmouth's 500-plus faculty are internationally respected researchers and scholars. They address real-world challenges on issues such as fisheries management, concussion prevention, coastal preservation, climate change, transportation systems and other activity that is critical to the economic, social, and cultural development of the Commonwealth. UMass Dartmouth faculty are also known for their commitment to teaching and student success, forming long lasting relationships with students. More than half of classes have 20 or fewer students. UMass Dartmouth researchers collaborate between departments, colleges and schools and enjoy a history of substantive partnerships with corporations and research institutes. They have emerged as national and statewide experts on the economy, social networking, global terrorism, community health, the Portuguese-American experience, and the law, among other topics.



The faculty are represented in collective bargaining agreements by the UMass Faculty Federation, Local 1895. The Faculty Federation represents full-time and part-time faculty, librarians, and professional staff in two bargaining units: the Faculty Unit and the Educational Services Unit (ESU).

Students

UMass Dartmouth is home to more than 6,000 undergraduates and 1,800 graduate students. The students are valued by faculty, staff and employers for their work ethic and ability to seize opportunities. Nearly 40 percent of students receive federal need-based Pell Grants. Roughly 83 percent of undergraduates and 60 percent of graduate students are in-state. Approximately 35 percent of the student body are students of color (with significant growth among Black/African Americans to 15% and Hispanics to 11%).



Students can compete in NCAA Division III athletics and more than 175 student organizations. More than 3,200 students live on campus and all first-year students are enrolled in learning communities. The average SAT score of incoming first-year students in the Fall of 2020 was 1091 and the average high school GPA was 3.31.

Learning at UMass Dartmouth extends outside the classroom. The University is a leader in experiential learning, offering opportunities for students to work closely with businesses through a variety of co-op programs involving more than 200 employers and industry partners, in addition to service learning and research. UMass Dartmouth students perform more than 200,000 hours of community service a year, which has helped place UMass Dartmouth among the Top 20 colleges and universities in the country for civic engagement.

Finance and Budget

UMass Dartmouth had a FY2019 operating budget of \$254 million and an endowment of approximately \$58 million. Approximately 25 percent of the University's funds come from the state. The University conducted \$28 million in research in FY19.

UMass Dartmouth enjoyed a period of enrollment growth, particularly in graduate programs, from 2000-2010. Enrollment has declined, however, since reaching a peak of 9,432 in 2010. The current net tuition and fees for an in-state undergraduate is \$18,600. The University distributes \$37 million in institutional financial aid each year. UMass Dartmouth has developed a national reputation for civic engagement, with its students providing more than 200,000 hours of service to the surrounding community on an annual basis.

Recent capital investments include a \$15 million expansion of the business school and a \$55 million expansion of SMAST in New Bedford. The library underwent a \$43 million renovation and addition in 2012 that created a new entrance, new study spaces, and access to state-of-the-art computer networks. There remain significant deferred maintenance issues on campus, however, that must be addressed in the near future.

Location

UMass Dartmouth enjoys a close and mutually supportive relationship with the cities of New Bedford and Fall River that anchor the larger South Coast region – an area with a population of more than 300,000 that includes 11 Massachusetts cities and towns located east of Providence, RI and west of Cape Cod. Fall River and New Bedford are both among the state's original 11 "Gateway Cities" – midsized urban centers anchoring regional economies that were identified in a 2007 Brookings Institution



report as cities that retain “many assets with unrealized potential,” while facing “stubborn social and economic challenges.”

Bordering the northwestern side of Buzzards Bay, the region is greatly influenced by its cities’ historic roles as national leaders in the textile and whaling industries in the 19th century and a vibrant fishing industry that continues today. New Bedford is the leading commercial fishing port in the United States. The area has reinvented itself this century as a tourist destination, innovator in clean energy, and a center for arts and culture. Atlantic Monthly recently named New Bedford as the 7th most artistic city in the nation based on a study that used census data to calculate the number of artists per capita.

UMass Dartmouth has forged an “innovation triangle” where research and creative ventures at the Dartmouth campus and in New Bedford and Fall River produce knowledge and ideas that are focused on the region and have global impact. Key components of this relationship include a business incubator that links university laboratories and fledgling technology firms, a development partnership bringing the University together with business and civic leaders to shape economic development strategy, and academic research programs vital to the area’s fishing industry.

Community Engagement

UMass Dartmouth students spend more than 200,000 hours per year on academic and non-academic service in the community.

UMass Dartmouth earned a Top-20 national ranking on the President’s Higher Education Community Service Honor Roll for four consecutive years. Nearly 800 institutions vie for a place on the list – a prestigious recognition for colleges or universities

committed to volunteering, service-learning and community engagement that produces measurable results. This honor – together with recognition as a community-engaged university by the Carnegie Foundation for the Advancement of Teaching – underscores UMass Dartmouth’s commitment to applying knowledge for the public good and supporting the development of community through teaching, research, scholarship and engagement.



The University of Massachusetts

The Commonwealth of Massachusetts is recognized around the world as a center of excellence in higher education and is the birthplace of public education, largely as a result of Horace Mann’s pioneering efforts during the early part of the 19th century. The nation’s first college, first teachers’ college, first elementary school, and first high school were all established here. The University of Massachusetts is the Commonwealth’s public research university system. It consists of five campuses in Amherst, Boston, Lowell, Dartmouth, and the UMass Medical

School in Worcester. The University also has a satellite in Springfield and its UMass Center on Beacon Hill, co-located with the system president's office, delivers UMass programs to professionals in Boston. The UMass School of Law is part of UMass Dartmouth.

The University's mission is *to provide an affordable and accessible education of high quality and to conduct programs of research and public service that advance knowledge and improve the lives of the people of the Commonwealth, the nation, and the world.*

In 2016, all four undergraduate campuses in the UMass system were named to the top tier of U.S. News and World Report's National Universities list, making it one of only a few systems in the nation with that distinction.

The University of Massachusetts continued its climb into the ranks of the top colleges and universities in the country in the 2021 Times Higher Education's World University Rankings. UMass is now ranked 60th among all U.S. institutions, after rising five spots over last year's rankings, and 30th among all U.S. public universities. Notably, UMass remains the top public university in New England, a position it has held in the Times Higher Education rankings since 2014.



UMass continues to realize long-term growth and achievement in its commercialization enterprise, with licensing income in Fiscal Year 2019 standing at \$49.7 million, an increase of 60% over five years. The University of Massachusetts is currently ranked 11th nationally and second in New England among colleges and universities for annual licensing income generated, according to the 2019 Licensing Activity Survey, an annual report on commercialization activities recently released by the Association of University Technology Managers (AUTM). The University of Massachusetts was established in 1863 as the Massachusetts Agricultural College, located in Amherst. It became known as the Massachusetts State College in 1932 and in 1947 became the University of Massachusetts. The Medical School and Boston campuses were established in 1962 and 1964, respectively. The Lowell and Dartmouth campuses both joined the state system in 1991. More than 74,000 students are enrolled on the five campuses.

The University of Massachusetts is governed by a 22-member Board of Trustees that represents various interests of the public at large on a non-partisan basis. Seventeen members of the board are appointed by the Governor and five members are UMass students elected by the student body on each of the five campuses.

The Board of Trustees functions as a legislative body dealing mainly with general policies governing the University. The Board is not an administrative or management board. The Massachusetts General Laws allows it to act as an appeals body in certain rare instances.

The University of Massachusetts System Office (UMSO), which includes the Office of the President and Central Administrative Services, provides overall leadership to the University, coordinates with the campuses on various academic and financial initiatives, and provides shared services in the areas of information technology, treasury, and procurement, among others.

The System Office manages the University's relationship with the Governor, Legislature, executive branch agencies, the federal government and professional organizations. It also coordinates academic affairs across the campuses and management and fiscal affairs including efficiency and effectiveness efforts, budgeting and forecasting, capital planning, information systems, legal matters, and human resources management. Overall planning, policy development and initiation of University-wide programs are carried out through the System Office by several departments that report to the President and his Vice Presidents, located in Boston and Shrewsbury.

Leadership

UMass President Marty Meehan is the university's 27th president and first undergraduate alumnus to lead the five-campus University of Massachusetts system. A first-generation college student, he graduated cum laude from UMass Lowell in 1978 with a degree in education and political science.



He was elected to the presidency in 2015 after eight successful years as chancellor of the University of Massachusetts Lowell, where he led the campus on its rise to top-tier national university status, improving its performance in every sphere of activity.

During the first year of his presidency, the university's enrollment reached a record 73,744 students and UMass announced that research expenditures had risen to a high of \$629 million. Enrollment has since grown to more than 75,000 and research expenditures to \$687 million.

Additionally, the UMass Foundation, in part based on President Meehan's recommendation, voted to divest direct investments in fossil fuels from the university's endowment.

President Meehan made fundraising the centerpiece of his inauguration and generated \$1.7 million for scholarship funds on all five campuses. He also closed his congressional campaign committee and directed that funds be transferred to an educational foundation and that a \$1 million scholarship donation be made to his alma mater, UMass Lowell.

President Meehan embraced a career in public service early in his life. He served as the deputy secretary of state for securities and corporations from 1986 to 1990. In 1991, he became first assistant district attorney for Middlesex County, managing a staff of more than 150, including 80 prosecutors, and establishing an innovative "priority prosecution" policy that targeted hardened criminals.

Seeing an opportunity to expand his public service commitment and to serve his nation, President Meehan ran for U.S. Congress and was elected to represent the 5th Congressional District of Massachusetts in the U.S. House of Representatives in 1992. He served on the House Armed Services and Judiciary committees. He established a national reputation for his legislative leadership, winning praise for his efforts to protect the public from the health risks of tobacco. President Meehan was a central figure in campaign finance reform and a major sponsor of the Bipartisan Campaign Reform Act of 2002, known as the McCain-Feingold Bill in the Senate and the Shays-Meehan Bill in the House.

After serving 14 years in Congress, President Meehan was elected chancellor of UMass Lowell in 2007. He made quality, diversity and access and affordability keystones of his vision to raise UMass Lowell's national and international reputation and impact. During his eight-year tenure, UMass Lowell climbed into the top-tier of U.S. News & World Report's best national universities and was the third-fastest-rising institution on its list.

In addition to his degree from UMass Lowell, President Meehan earned a master's degree in public administration from Suffolk University in 1981 and a juris doctor from Suffolk University Law School in 1986.

Mark Fuller, the former Dean of the UMass Amherst Isenberg School of Management and Vice Chancellor for Advancement was named interim Chancellor of UMass Dartmouth, effective January 19, 2021, following the departure of Chancellor Robert Johnson, who was named president of Western New England University.

Opportunities and Challenges

The Chancellor is the chief executive officer of UMass Dartmouth. He/She furthers the mission of the University and exercises broad responsibility for the academic, student affairs, financial, philanthropic, and all other dimensions of the institution to promote its development, effectiveness, and impact. The Chancellor is responsible to the UMass President and the Board of Trustees for the administration of the University. The Chancellor's direct reports include the Chief Operating Officer, Provost/Vice Chancellor for Academic Affairs, Vice Chancellor for Student Affairs, Vice Chancellor for Advancement, Vice Chancellor for Administration and Finance, and Chief of Staff.



The successful candidate for this position of Chancellor of UMass Dartmouth will have a great passion for the role of public higher education, especially in the land-grant research intensive tradition, and be equally passionate about UMass Dartmouth. The successful candidate will build upon the University's success by bringing innovative leadership essential for the best

advancement of UMass Dartmouth. She/He must be a good listener, a capable delegator, and visible on campus and in the community.

The Chancellor will be expected to address the following opportunities and challenges:

Define and articulate a vision for the future

UMass Dartmouth has built a reputation over the years as an affordable public university that focuses on the individual student's needs. Educating a diverse group of students, many of whom receive need-based federal financial aid, the University prepares them for careers that change their lives, and contributes directly to the prosperity of the region. The University's strategic plan calls for the continuing focus on UMass Dartmouth's mission to provide a transformative educational experience and its commitment to public service and community partnerships. Completed in 2014, the plan also calls for aggressive growth in research, with a stated goal of becoming a doctoral research university by 2020 – a goal it reached four years early.



The Chancellor will guide the strategic direction of the University, likely developing and implementing a new strategic plan in the coming years with the help of the University community.

The Chancellor will have the creativity and courage to pursue new ideas and the good judgment to ensure that those ideas resonate with the historic mission of the University, leveraging its core strengths to consolidate recent advances while creating and realizing a clear vision. The Chancellor will work closely and effectively with the President and Trustees, the senior leadership team, faculty, staff, students, alumni, and the community to build this common vision and attain the resources to make it a reality. The Chancellor will be transparent, collaborative, and thoughtful in pursuing this vision, communicating to the many stakeholders within and around the University about the goals and motivations behind new activities – whether they be new academic programs, educational delivery models, or initiatives to improve the campus experience. The University's plan should be adaptable but ambitious, imbued with a spirit of creativity and entrepreneurialism. The Chancellor will have a demonstrated ability to translate vision into strategy and results.

Broaden and deepen the base of the University's financial resources

Attracting financial resources is a critical role for the Chancellor and one that must be attended to on multiple fronts. The Chancellor will be a vigorous and compelling champion for the University's fundraising efforts, identifying, pursuing, and stewarding sources of financial support for the University's aspirations and strategic needs. UMass Dartmouth has recently hired a new interim vice chancellor for development and alumni relations and there are plans to hire more staff in the office. The fundraising function of the University is still in startup mode, with a modest endowment and a total of approximately \$3 million in private giving last year. This presents an opportunity for an influx of new revenue for the University to address deferred

maintenance and capacity issues and allow for strategic expansion. It will require an energetic and creative Chancellor working with development and marketing staff to further develop the University's brand to tell a compelling story of a transformative university with a profound impact on students and the region.

The Chancellor will raise funds from institutional donors, and generate corporate sponsorship through partnerships with businesses, foundations, nonprofit and other civic and public-sector enterprises. The Chancellor will also work diligently with the President, other UMass chancellors, the Governor and the General Court, and other elected and appointed public officials to advocate for the University's continued state support, and the economic needs and the benefits of such an investment to Massachusetts. UMass Dartmouth had an economic impact of \$466 million on Massachusetts last year – about \$7 for every dollar invested by the state.

Strategically increase enrollment

Strategically growing enrollment through the development of new programs and growth of existing ones will not only generate revenue, but will enhance UMass Dartmouth's ability to appeal for funds from private donors, corporations, and the state by demonstrating the University's value. Overall, enrollment at the University is up over the past 15 years, but recent declines in yield have led to enrollment decreases since peaking in 2011.



UMass Dartmouth has made a large investment in online recruitment, infrastructure, and support over the past five years, resulting in an increase in online course registrations from 2,750 in 2010-11 to 8,899 in 2018-19. Strategically expanding online offerings will allow the University to reach more non-traditional students as well as increasing its footprint across the state and beyond.

Many of the University's strengths have direct ties to needs of the region and the state – from engineering to fisheries to health care and K-12 education. The Chancellor must be thoughtful in pursuing areas of distinction that address needs and continue thoughtful investment in academic areas that create a virtuous cycle of bettering the community and attracting students, such as the creation of the state's first public law school and the founding of SMAST. The Chancellor will strategically incentivize smart investments in new programs and demonstrate tactical clarity to improve enrollment outcomes.

Strengthen research and interdisciplinary collaborations

UMass Dartmouth has numerous outstanding scholars who participate in both applied and basic research and create meaningful scholarship that contributes to their discipline, to the

community, and to solving societal problems. Research provides the UMass Dartmouth student with a richer educational experience and the University with a deeper connection to its industry partners. In recent years, the University has doubled its research output, which has increased its external impact and amplified its teaching mission by giving students opportunities to apply their work in tangible ways and allowing faculty to bring important discoveries back to the classroom. There is a determination among the schools and colleges to leverage and grow their existing scholarship in ways that bring additional resources to support the institution and its pursuit of excellence.

The Chancellor will foster a supportive environment that will encourage the expansion of research within and across academic units. The Chancellor will facilitate cooperation between programs at UMass Dartmouth and other campuses (both inside and outside the UMass system) as well as with the business community and other external partners.



Champion commitment to student success

A central element of UMass Dartmouth's core mission is to serve its students by providing an excellent education and exceptional student support services. The University serves a large population of talented first-generation college students distinguished by a strong work ethic and lack of entitlement that is valued by employers. The average net price for an undergraduate in-state student in 2018-19 was \$18,662. The average debt at graduation for the undergraduate Class of 2019 was \$34,824.

While nearly 90 percent of students are Massachusetts residents and about one third are from the South Coast region, UMass Dartmouth educates students from all over the Commonwealth, nation, and world. Students hail from 46 states and 45 countries and come to campus with a diverse range of experiences and needs. This presents challenges to students and the staff and faculty who support their success. Students benefit from small class sizes and professors who know them by name as well as committed academic support and student life staff who understand the transformative role they play in students' lives. But more work needs to be done to improve UMass Dartmouth's 59 percent six-year graduation rate and 70 percent freshmen retention rate. The Chancellor will prioritize student success and view resources dedicated to that success on the faculty and staff side as important investments in the prosperity and enduring mission of the University.

Preserve and advance a culture of collaboration and respect

UMass Dartmouth is distinguished by a palpable sense of institutional pride, camaraderie, and a shared sense of responsibility for the success of its students and the institution as a whole. This pride has been strengthened by leveraging the strengths of collaborative, mutually respectful

teams that are greater than the sum of their parts. In a resource-constrained environment, the tone set by leadership plays a particularly important role in ensuring continued cooperation across the campus in pursuit of a shared goal of educating students and making UMass Dartmouth better tomorrow than it is today. The Chancellor will work to preserve and enhance this vital cultural characteristic of the University, setting an example of collaborative leadership and shared responsibility.

Maintain and strengthen a diverse community

UMass Dartmouth has achieved considerable success in attracting a diverse student body at the undergraduate and graduate levels. The diversity of the student body, now comprised of 35 percent students of color, has grown significantly in recent years. Given demographic trends, this growth is bound to continue and as it does it will further enrich the student experience. The diversity of faculty and staff has not kept up with these changes and the Chancellor will prioritize opportunities to ensure UMass Dartmouth students have a diverse array of mentors inside and outside the classroom. The Chancellor will be committed to ensuring greater diversity in both the student body and among the faculty and staff so as to be more representative of the population of the community and our national and global society.

The Chancellor will champion a commitment to a campus atmosphere that is welcoming and celebrates differences in social and economic backgrounds, lifestyle, gender identity, race and ethnicity, and in support for open exploration of intellectual issues. By her/his public expression of the deep value of diversity, the Chancellor will further the goals of inclusive excellence by fostering an environment where the campus population is diverse and members of all constituencies are encouraged to be active collaborators in shaping the University culture.

Strengthen and expand the University's involvement with the local community and its economic development

The board is seeking an individual who has a strong desire to become part of the South Coast community and to become part of the fiber of the community through their leadership and active engagement with the community.



The success of UMass Dartmouth and the prosperity of the region are highly intertwined. The University plays a critical role in marketing the region, working with companies and organizations in a variety of industries, K-12 education, legal aid and supporting and collaborating with a thriving arts community. The Chancellor is a champion for this effort, serving as a visible representation of the University at community events, organizational meetings, and governmental pursuits. It is critical for the Chancellor to understand and be personally invested in the continued focus on economic development and ways the University can improve quality of life in the South Coast region, seizing on new partnerships and building upon existing ones for the mutual benefit of the University and the region.

Enhance the academic distinction of the University

The Chancellor should constantly raise expectations for academic distinction while teaching and leading the academic community to realize its vision. Working with the provost and deans, the Chancellor will provide support for innovative opportunities that align with a cohesive university vision, connecting programs across the University, the UMass system, and the region.

Build a faculty for the future

The University has recruited strong cohorts of new faculty over the past decade, and it has paid off in exponential growth in research, creative new academic offerings, and continued commitment to teaching and service. Now that UMass Dartmouth has the distinction of being a national research university, the competition to recruit and retain great faculty will become more intense. The Chancellor will



set the tone for recruitment and retention that will constantly raise the aspirations for faculty success and with it the prestige of the institution. The Chancellor will need to supply resources, make choices and set expectations that will retain and recruit the faculty needed to seize the University's current momentum and realize its full potential while balancing its historic mission to serve underserved students and not lose touch with the strong community roots that have provided the foundation for its current success.

The Successful Candidate

The successful candidate will embody many of the following qualifications and attributes:

- › Successful experience as a strategic leader who implemented an ambitious vision, an understanding of the full range of strategic issues in complex organizations and the ability to execute plans;
- › A commitment to the success of students (retention and graduation) and an empathy for the first-generation student experience and challenges faced by students from working class backgrounds;
- › A commitment to shared governance, transparency, and collaboration;
- › The ability to lead through persuasion and an appreciation for the role unions play in a university;
- › The creativity and skill to re-envision the physical appearance of a campus;

- › A strong advocate with the political savvy to cultivate relationships with a broad range of constituents who value their connections to the University;
- › Exceptional communication and interpersonal skills, the ability to energize and inspire students, faculty, staff, parents, alumni, Trustees, donors and other external constituencies, the capacity to articulate UMass Dartmouth's mission and direction to all of its essential audiences, cultivate and sustain collegial relationships, and build consensus around difficult issues;
- › A passion for providing support and opportunities for UMass Dartmouth students, an appreciation for the University's history and traditions as well as its boundless potential;
- › An appreciation for the importance and challenge of maintaining a healthy, productive balance between scholarship and high-quality teaching; understanding of, sensitivity to, and respect for, the concerns and interests of faculty;
- › A commitment to diversity, including individual action and institutional leadership to advance diversity and inclusion through hiring and cultural practices;
- › Evidence of an understanding of the academic distinctiveness of UMass Dartmouth, balancing its growing research mission with its commitment to teaching and all elements of student success;
- › Proven success and appetite for fundraising; the capacity to represent UMass Dartmouth compellingly to donors and to lead future development campaigns; the ability to energize alumni to support the University at a level consistent with its aspirations;
- › The ability to thrive in the public sector with well-developed political and diplomatic skills; effective in representing the institution's missions and goals with elected officials and the public at large;
- › Experience in and knowledge of national and global business, educational, public policy, and cultural matters; rapport with corporate, educational, governmental, and private sector leaders; understanding especially the forces shaping American higher education and how they are likely to impact UMass Dartmouth;
- › An understanding of national and regional enrollment trends and the factors that contribute to successful growth including innovative partnerships and alternative methods of education delivery;
- › Devotion to the highest ethical standards and personal and professional integrity above reproach.

Nomination and Application Process

Greenwood/Asher & Associates, Inc. is assisting UMass Dartmouth in this search. Applications and nominations are now being accepted. Confidential inquiries, nominations and application materials should be directed to Greenwood/Asher and Associates.

For a full application package please provide a cover letter, CV, and list of five references. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Please direct inquiries, nominations, and application materials to:

Bob Caret, Senior Search Consultant
Email: bobcaret@greenwoodsearch.com

Jan Greenwood, Partner
Email: jangreenwood@greenwoodsearch.com

Lauren McCaghren, Senior Executive Search
Consultant
E-mail:
laurenmccaghren@greenwoodsearch.com



The University of Massachusetts Dartmouth is an Affirmative Action/Equal Opportunity employer. Women and members of minority groups are encouraged to apply.