This leadership profile is intended to provide information about The Graduate Center and the position of Provost and Senior Vice President. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

The Graduate Center of the City University of New York (CUNY) invites nominations or expressions of interest in and applications for the position of provost and senior vice president.

The Graduate Center is the principal doctorate-granting institution of CUNY. Devoted entirely to graduate education and advanced learning, the Graduate Center offers more than 30 doctoral programs in the humanities, social sciences and computational and natural sciences, and a growing number of master’s programs. At the core of the Graduate Center’s approach to doctoral education is fostering research, which is carried out in its doctoral programs as well as in some 30 centers, institutes, committees and initiatives. These include the Advanced Research Collaborative, which partners with the Graduate Center’s research centers, institutes and interdisciplinary committees to promote interdisciplinary research and public programming.

The Graduate Center, located in the heart of Manhattan at 365 Fifth Avenue, is the only consortium of its kind in the nation. It is home to approximately 140 core faculty, virtually all senior scholars, and about 1,800 doctoral faculty from across the CUNY colleges and from other cultural, academic and scientific institutions. About 90 percent of its 4,200 students are enrolled in doctoral programs. Additional information about the Graduate Center may be found at www.gc.cuny.edu.

Although the Graduate Center is a relatively young institution, in its 50-year history it has established itself as a national leader in doctoral education. The Graduate Center enjoys a stellar reputation among faculty, who value its interdisciplinary creativity, opportunities to collaborate and the emphasis upon public engagement. President Chase F. Robinson has infused the Graduate Center with new energy and a vision that reaffirms its position as an international leader for outstanding doctoral and graduate education.

This is an extraordinary opportunity for a distinguished scholar and academic administrator to play a leadership role at a unique graduate and research consortium. For those who wish to be candidates for this position, the Procedure for Candidacy is available at the end of this document.
The Role of the Provost and Senior Vice President

The provost, who serves as the Graduate Center’s principal academic officer and deputy to the president, is responsible for all academic programs and research centers. In addition, the provost oversees the Office of Institutional Research and Effectiveness, the Mina Rees Library, Student Affairs, and Research and Sponsored Programs. The provost is a member of the Graduate Center’s senior leadership team, which includes the Senior Vice President for Finance and Administration, and vice presidents for institutional advancement, information technology and communication and public affairs. This is a strong and active team, whose members work closely with the president to guide the development of the Graduate Center and to address its most critical immediate and long-term issues.

Further, the provost is responsible for overseeing the graduate education and research enterprises; fostering a culture of cooperation across the CUNY colleges in support of doctoral education; supporting the University’s and the Graduate Center’s commitment to diversity; guiding the enrichment of graduate educational experiences; and ensuring opportunities for student success. The position will play a vital role in realizing the Graduate Center’s mission, vision and commitments.

The provost will provide critical leadership in many areas:

- **Participate centrally in the president’s leadership team:** Serve as an integral and collaborative member of the Graduate Center’s leadership team and advisor to the president on academic matters, long-term plans, priorities and direction;

- **Manage resources effectively:** Manage resources and budgets in ways that further academic priorities and new initiatives, including the potential development of new master’s programs; work with the Development Office to identify and secure new sources of funding for these efforts;

- **Continue efforts to build a diverse community of scholars and students:** Enhance and strengthen ongoing Graduate Center efforts to build a diverse community of faculty and students and to develop them at all stages of their academic careers; oversee and advance graduate students’ professional development opportunities;

- **Strengthen collaboration and consortial arrangements:** Foster faculty collaboration across the Graduate Center and CUNY colleges, and encourage and support interdisciplinary work that is grounded in disciplinary strengths; reinforce the Graduate Center’s role in doctoral education in the sciences and other areas; and cultivate relationships with other educational institutions in New York City;
• **Support innovation and deepen research culture:** Encourage and support innovation in teaching and research; sustain, expand and guide the exploration and use of new digital technologies; expand research opportunities, including for students.

**Opportunities and Expectations for Leadership**

The Graduate Center seeks in its next provost someone who can lead a distinguished community of scholars through a period of dramatic change in higher education. The provost is expected to maintain the institution’s historic commitment to doctoral education, especially through hiring senior faculty, which preserves the Graduate Center’s prominence as a national and international center of doctoral education. New challenges and opportunities have generated several priorities:

**Strategic planning**

The Graduate Center has launched a strategic planning process to support its role as an international leader of 21st-century graduate education. In addition to establishing a framework for systematic program evaluation and strategic new program development, the plan will identify and propose changes in infrastructure, space, technology and resources necessary to support a strategic, rationalized, data-informed professional approach to leading and managing the organization.

**Support for the faculty**

The provost works with Graduate Center-based core faculty and also with the collaborating CUNY college-based faculty who teach at both the GC and one of the CUNY colleges. The provost must anticipate and address issues and concerns, and provide an environment in which all faculty can do their best work. Among the many issues the provost will need to address are, for example, how to support and fund research, how to sustain initiatives in the theoretical and neurosciences, and how the Graduate Center’s library can continue to evolve in light of changing technology.

**Relations with CUNY campuses**

CUNY is the nation’s largest urban university, enrolling approximately 278,000 degree-credit students and 247,000 adult, continuing and professional education students at 24 campuses across New York City. The participation of collaborating faculty from the CUNY campuses through the consortial arrangement is a great strength of the Graduate Center. The provost must maintain strong working relationships with counterparts at the other campuses in order to serve the mutual interests of all involved. This interchange with the other CUNY colleges has created a powerful synergy and is the key to the Graduate Center’s success: students are taught by the best faculty, and professors are given the opportunity to teach at the highest level and to contribute to the public discourse on the day’s most pressing issues. The Graduate Center has begun to play an increasingly prominent role in promoting interdisciplinary research.
Competition for regional, national and international graduate students

The Graduate Center recognizes that doctoral programs nationwide face intense regional, national and international competition for talented graduate students, including students from underrepresented minority groups. Universities with highly ranked and established graduate programs and substantial resources continue to make significant investments to attract, support and prepare highly qualified and diverse doctoral candidates. Further, the changing nature of faculty employment for Ph.D. recipients limits academic career options, particularly in the humanities and social sciences. To meet these challenges, over the past three years the Graduate Center reduced its enrollment of doctoral students in most departments by 25 percent, raised graduate stipends and reduced student teaching loads.

New leadership and investment in the Center for Teaching and Learning and the Office of Career Planning and Professional Development, among other initiatives, will provide students with the resources to increase and diversify their professional prospects for careers both inside and outside of the academy.

The provost will be expected to lead the Graduate Center in an examination and articulation of the evolving nature of the Ph.D. The provost not only manages doctoral programs but also should be a recognized voice in the debates about the value and direction of doctoral education, as well as conversant with the operational issues of time-to-degree, funding and appropriate alignment with employment opportunities.

Funding model

A perennial challenge for the Graduate Center is securing sufficient resources to pursue its objectives. Recent cuts to state funding for higher education have increased the pressure on CUNY and the Graduate Center to manage resources effectively, reduce costs and redundancies, increase efficiency and find new sources of revenue. One goal of the strategic planning process is to identify principles and priorities that will guide strategic investment, disinvestment and reallocation decisions. In a parallel effort, the Graduate Center will seek new resources from active alumni and Board participation and will engage in targeted fundraising to support academic priorities.
Qualifications

The next provost must have distinguished academic credentials, outstanding leadership qualities, a record of excellence as an academic administrator including significant experience with doctoral education, a demonstrated ability to manage resources and budgets effectively, and an expansive view of the role of this unique center of graduate education and research in the national and global academic community. The successful candidate must demonstrate a commitment to the Graduate Center’s mission to conduct high quality scholarship and research, to educate and train a diverse student body, and to disseminate scholarship and culture through public programming to benefit New York City and beyond. The candidate also will exhibit a talent for building strong collaborative relationships and partnerships.

Professional Qualifications

- **Academic and scholarly accomplishment:** A distinguished record of scholarly research and teaching that will inform sound academic judgment and earn the respect of the University community; a Ph.D. degree is expected;

- **Leadership:** Evidence of strong entrepreneurial leadership in developing quality academic programs; ability to create and sustain the infrastructure that encourages and supports faculty achievement; ability to build consensus and a sense of shared purpose in disciplinary and interdisciplinary endeavors; proven strength in balancing competing demands and priorities in a fast-paced environment;

- **Experience with doctoral education:** Deep engagement with doctoral education, including appreciation for its inherent opportunities and challenges and the ability to serve as a recognized voice for its value, direction and content;

- **Management and budgetary experience:** Appropriate background, including budget and management of staff, suitable for navigating an intricate academic environment;

- **Commitment to furthering diversity:** Commitment to further inclusiveness in recruiting, developing and retaining diverse faculty, staff and students of the highest quality;

- **Sophisticated understanding of current challenges facing higher education:** Understanding of the complex issues that have an impact on higher education nationally and globally; ability to build on the Graduate Center strengths and core values in responding to these challenges;

- **Communication and advocacy:** Ability to communicate effectively and in particular to advocate publicly for the Graduate Center priorities to university and external audiences;
Personal Qualities

- **Values and vitality**: The highest personal integrity, energy and creativity, professionalism and wide-ranging intellectual curiosity, combined with collaborative spirit and the ability to cultivate relationships across diverse interests, and to thrive in a fast-paced environment;

- **Intellectual discernment**: Absolute commitment to the pursuit of the highest academic standards, intellectual openness and innovation, diversity, and accountability, and to the Graduate Center’s public mission;

- **Decision-making style**: Effective ability to make decisions that are collaborative and purposeful.

Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately, and will continue until the position is filled. For fullest consideration, applicant materials should be received by November 10, 2015. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via email to the City University of New York Graduate Center’s consultants Lucy Leske, Jean Dowdall, Charlene Aquilar and Nancy Diamond at GCProvost@wittkieffer.com

The consultants can be reached by phone through the office of Donna Janulis at (630) 575-6131.

Materials that cannot be emailed may be sent to:

Provost  
The Graduate Center  
c/o Witt/Kieffer  
Attention: Lucy Leske, Jean Dowdall, Charlene Aguilar and Nancy Diamond  
2015 Spring Road, Suite 510  
Oak Brook, Illinois 60523

The Graduate Center is an Equal Opportunity/Affirmative Action/Immigration Reform and Control Act (IRCA) and Americans with Disability Act (ADA) employer.

We are committed to enhancing our diverse academic community by actively encouraging people with disabilities, minorities, veterans, and women to apply. We take pride in our pluralistic community and continue to seek excellence through diversity and inclusion. EO/AA Employer.
Appendix I: The City University of New York and the Graduate Center: An Overview

The City University of New York and the Graduate Center

The City University of New York (CUNY), the largest urban university in the nation, provides high-quality, accessible education for approximately 278,000 degree-credit students and 247,000 adult, continuing and professional students at 24 campuses across New York City. From its roots in the 1847 founding of City College as the Free Academy, the historic mission of CUNY has reflected a steadfast commitment to serve students from all backgrounds. As CUNY has grown, the University also has strengthened its mission as a premier research institution, building an array of modern facilities and expanding the ranks of its faculty with expertise across the academic disciplines. For more information about CUNY see http://www.cuny.edu/about.html

The Graduate Center: Life of the Mind in the Heart of the City

The Graduate Center, founded in 1961 as CUNY’s principal doctorate-granting institution, is devoted exclusively to graduate education in a broad range of academic disciplines and is the only consortium of its kind in the nation. Its fundamental mission is to foster high quality scholarship, educate advanced students from diverse backgrounds, and culturally and intellectually engage with the cosmopolitan city around it. The Graduate Center offers more than 30 doctoral programs in the humanities, social sciences and computational and natural sciences. At the core of its approach, the Graduate Center fosters disciplinary and interdisciplinary research, which is carried out in doctoral programs and more than thirty centers, institutes and initiatives. The Graduate Center’s current doctoral students teach approximately 7,700 courses with enrollments of over 200,000 CUNY undergraduates each year. The Graduate Center’s public offerings help create a public bridge of issues and ideas to the community. The Carnegie Foundation categorizes the Graduate Center as a “research university with very high research activity,” along with about 100 of the nation’s more than 4,000 institutions of higher education.

Officially named “The Graduate School and University Center,” the Graduate Center also serves as an administrative home for four University programs: the CUNY Baccalaureate for Unique and Interdisciplinary Studies; the CUNY School of Professional Studies (including the Joseph S. Murphy Institute for Worker Education and Labor Studies); the CUNY Graduate School of Journalism; and Macaulay Honors College. All the same, there is a clear separation between the structure and governance of the Graduate Center on the one hand, and the University Center entities on the other. The Graduate Center is accredited by the Middle States Commission on Higher Education.

Graduate Center Mission statement:

The Graduate Center is located in the heart of Manhattan and set within the large and multi-campus City University of New York. It fosters advanced graduate education, original research and scholarship, innovative university-wide programs, and vibrant public events that draw upon and contribute to the complex communities of New York
City and beyond. Through a broad range of nationally prominent doctoral programs, the Graduate School prepares students to be scholars, teachers, experts, and leaders in the academy, the arts and in the private, nonprofit, and government sectors. Committed to CUNY’s historic mission of educating the “children of the whole people,” we work to provide access to doctoral education for diverse groups of highly talented students, including those who have been underrepresented in higher education.

For more information about the Graduate Center see http://www.gc.cuny.edu/About-the-GC

FACULTY

The Graduate Center is home to a core faculty of approximately 140 teachers and mentors, primarily full professors and virtually all senior scholars, and leaders in their disciplines and fields. Forty percent hold the rank of Distinguished Professor—the University’s very highest academic honor. Joining this Graduate Center-based faculty are scholars and mentors who have appointments at one of the CUNY colleges, and a small number of affiliated faculty with positions at other educational and cultural institutions. These consortial arrangements enable the Graduate Center to assemble a sizable, diverse and highly qualified faculty and to offer a wide variety of courses including innovative courses as fields emerge.

A significant number of the faculty, both Graduate Center-based and college based, are recipients of prestigious honors and awards, including the Pulitzer Prize, National Humanities Medal, National Medal of Science, Bancroft Prize, Grammy awards, Presidential Early Career Awards for Excellence in Science and Engineering, memberships in American Academy of Arts and Sciences and National Academy of Science, among others.

For more information about the Graduate Center faculty see http://www.gc.cuny.edu/Faculty

STUDENTS AND ALUMNI/AE

The Graduate Center attracts a highly ambitious, talented and diverse student body, based on highly competitive admissions (21 percent of the applicants are admitted). About 90 percent of its 4,200 students are enrolled in doctoral programs, with a growing number in disciplinary, and interdisciplinary master’s programs. Throughout their courses of study, Graduate Center students acquire tools and professional skills that increase and diversify their prospects for careers both within and outside the academy. The students themselves have been the recipients of many awards, fellowships and honors, including two major awards in 2015: a Pulitzer Prize and a Guggenheim Fellowship.
Consistent with CUNY’s mission, the Graduate Center strives to extend advanced education to traditionally underrepresented groups. In recent years, more than 30 percent of the doctoral students were from underrepresented groups, and there is recognition of the need to increase these enrollments. In addition, 19 percent of all degree students came from abroad, representing more than 80 countries. Due to major investments in financial aid, the Graduate Center now offers five-year recruitment packages that are competitive with leading public and private universities. Nearly all Ph.D. students receive some form of financial support, with 90 percent of the incoming students receiving funding.

More than 12,640 alumni/ae have received doctoral degrees from the Graduate Center. These graduates have had successful careers as professors and researchers in universities around the world, directors of nonprofit organizations, curators and museum directors, and in major businesses.

ACADEMIC PROGRAMS

The Graduate Center offers a rich array of programs in the arts, humanities, social sciences, natural sciences and interdisciplinary studies. During its relatively short 50-year history, the Graduate Center has earned a national and international recognition for its graduate programs. According to the National Science Foundation Survey of Earned Doctorates (2013), the Graduate Center is one of the 50 largest producers of doctoral recipients in the nation. It is a national leader in producing social science and humanities PhDs, ranking third in the U.S. in humanities and fifth in the social sciences.

For more information about Doctoral Programs see http://www.gc.cuny.edu/Degrees-Research/Doctoral-Programs

For Master’s Programs see http://www.gc.cuny.edu/Degrees-Research/Master-s-Programs
The Graduate Center Library supports academic programs offered at the Graduate Center, providing the resources needed for dissertation research, course work, and preparation for qualifying exams. The Library houses 315,000 print volumes and provides access to over 125 electronic reference and aggregation services and 12,119 current serial titles in all disciplines. The Library functions in a consortial fashion with all of the other CUNY libraries.

For Mina Rees Graduate Center Library see http://library.gc.cuny.edu

RESEARCH

The Graduate Center recognizes that doctoral education requires a faculty active in research and strong scholarship, and the creation of theoretical and applied knowledge stands at the heart of its programs. Faculty research, both individual and collective, is carried out in doctoral programs and across some 30 centers, institutes and initiatives. The Advanced Research Collaborative (ARC) is the focal point of the Graduate Center’s collaborative research activities. It promotes interdisciplinary research, partners with all Graduate Center research centers, institutes and interdisciplinary committees, and connects the research activities of CUNY faculty at the colleges to Graduate Center research programs. Recognizing the importance of establishing a robust research infrastructure, the GC has added significantly to its digital initiatives to use new technologies for research and teaching practice.

For more information about ARC see http://www.gc.cuny.edu/Degrees-Research/The-Advanced-Research-Collaborative
For Centers and Institutes see http://gc.cuny.edu/Degrees-Research/Centers-Institutes
For Academic Initiatives and Committees see http://www.gc.cuny.edu/Degrees-Research/Initiatives-Committees
For Digital GC see http://gcdi.commons.gc.cuny.edu/

The Graduate Center Office of Research and Sponsored Programs assists faculty in applying for external funding and provides support to centers and institutes to support their research activities. Other significant resources are available through the CUNY Grants and Sponsored Programs office.

For Graduate Center Office of Research and Sponsored Programs http://www.gc.cuny.edu/About-the-GC/Provost-s-Office/Research-Sponsored-Programs
CUNY http://www.ccny.cuny.edu/research/gsp.cfm

STRATEGIC PLANNING

The Graduate Center’s strategic planning process is embedded in and integrated with that of CUNY as a whole. The president is launching a new strategic planning process during fall 2015.

For the Graduate Center’s 2012-2016 strategic plan see https://www.gc.cuny.edu/GC-Strategic-Plan.
ORGANIZATION AND GOVERNANCE

Faculty and students participate in the governance of the Graduate Center. The Graduate Council, chaired by the President, is the Graduate Center’s academic governing body. The Doctoral Faculty Policy Committee, elected across the discipline cluster areas, represents the doctoral faculty on a variety of matters and sets the agenda for the biannual doctoral faculty meetings. The Council of Executive Officers (see note below*) meets with the President on a regular basis. The Academic Review Committee, elected by the executive officers from among their ranks, oversees academic personnel matters.

The Doctoral Students’ Council is the policymaking body representing students in the Graduate Center’s graduate degree programs. The Professional Staff Congress/CUNY serves as the collective bargaining representative for the instructional staff.

Graduate Council:  http://www.gc.cuny.edu/GraduateCouncil
Doctoral Students’ Council:  http://cunydsc.org/

*At the Graduate Center, disciplinary units (e.g., English, sociology, etc.) are called programs. The more common term department is reserved for an academic department at a CUNY undergraduate college. The head of a Graduate Center doctoral program is an executive officer (EO), appointed by the president for three-year terms.

The Graduate Center Administration Organization Chart can be found in Appendix II.

BUDGET

To contribute additional resources to the Graduate Center’s base budget allocation from the CUNY Chancellor, the Graduate Center Foundation was established in 1983 as an independent not-for-profit entity that is committed to promoting and safeguarding the success of the Graduate Center. The Foundation works with the President and the Provost on institutional priorities (collaborative research, career planning, etc.) and with program leaders on targeted areas. The Foundation also manages and invests donations for use by the Graduate Center. For more information, see http://www.gc.cuny.edu/Support-the-GC/GC-Foundation

ASSESSMENT

The Graduate Center is committed to a culture of assessment in all areas. It has in place sustained processes for institutional assessment of its academic and administrative functions. See http://www.gc.cuny.edu/About-the-GC/Provost-s-Office/Assessment

UNIVERSITY LEADERSHIP

The President of The Graduate Center is Chase F. Robinson. http://www.gc.cuny.edu/About-the-GC/President-s-Office

The Interim Provost and Provost Office http://www.gc.cuny.edu/About-the-GC/Provost-s-Office
GRADUATE CENTER’S DISTINGUISHED 50-YEAR HISTORY

As noted on the occasion of its 50th anniversary, The Graduate Center is “the culmination of a vision that the advantages of advanced scholarship would enrich a city and its citizens, through both the cultivation of individual minds and the application of knowledge for social betterment.” For the Graduate Center accomplishments, see http://www.gc.cuny.edu/CUNY_GC/media/CUNY-Graduate Center/PDF/President/50TH_ANNIVERSARY_BOOK.pdf
Appendix II – The Graduate Center Administrative Organization Chart

Administrative Organization Chart of the Graduate Center

* Vacant