

SEARCH CRITERIA



Pennsylvania's
STATE SYSTEM
of Higher Education



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System Chancellor/CEO Pennsylvania's State System of Higher Education

Pennsylvania's State System of Higher Education—the largest provider of higher education and one of the largest employers in the Commonwealth of Pennsylvania—is seeking a visionary System Chancellor/Chief Executive Officer for the university system of choice for more than 100,000 students. The chosen executive will bring strong leadership to position the System to advance in academics, student success, and service, and to provide extraordinary educational opportunities at an exceptional value.

The Board of Governors of Pennsylvania's State System of Higher Education

The selected Chancellor will find a Board of Governors that has embraced the need for broad change across the State System. The Board is committed to ensuring the long-term sustainability of all 14 institutions within the System so that each may continue to serve students, its region, and the Commonwealth. In recognition of challenges and opportunities facing the institutions, the Board has proactively conducted a top-to-bottom System Review, which has led to the start of a comprehensive System Redesign. Priorities have been identified; leadership, vision, and innovation have been set forth as foremost drivers for the next Chancellor; and the Board is well-positioned and eager to advance on its priorities. The Board is committed to providing strong support to—and working in close partnership with—the Chancellor to direct the System as it brings about positive and effective change. The effort to redesign the State System is already underway, and the next Chancellor will be key to shaping, guiding, and advancing that effort well into the future.

Overview of the Chancellor's Role

Reporting directly to the Board of Governors of Pennsylvania's State System of Higher Education, the Chancellor is responsible for providing transformative leadership, innovation, and strategic vision as Chief Executive Officer of the State System. The Chancellor will bring leadership acumen to guide the System Redesign effort in a manner that addresses current educational needs and provides a vision and pathway for innovation, future growth, and achievement. The Chancellor will bring transformational leadership to align efforts across the State System to improve how students learn and courses are delivered. The Chancellor will work to ensure students receive the highest quality and most relevant education possible, delivered in ways most conducive to learning, and will bring strength of leadership to take on the challenge of improving graduation rates across the State System.

With nearly 90 percent of State System students residing in Pennsylvania and nearly 80 percent remaining in the state immediately after graduation, the State System requires a Chancellor who will be committed to working in partnership with the Commonwealth's public and private sectors to assure that graduates have the knowledge and skills to serve as the next generation of leaders in the business and nonprofit sectors of the



state, adequately preparing leaders who will develop new products, businesses, and service organizations. The Chancellor will inspire State System universities to serve as statewide and regional assets that provide not only educational opportunities—from workforce training to advanced degrees—but also serve as cultural and economic development centers. Through the strategic use of technology, the Chancellor will work with the university presidents to ensure System universities are poised to prepare students to meet the higher education and workforce needs of every region in the Commonwealth.

Addressing Fiscal Challenges

The Board seeks a Chancellor with unquestioned integrity, high energy, and demonstrated leadership and administrative abilities who can shape, articulate, lead, and implement the purposeful, engaging, and dynamic mission of Pennsylvania's State System of Higher Education within a challenging fiscal environment.

The 14 State System universities offer the most affordable, four-year baccalaureate degree programs in the Commonwealth. While total annual cost of attendance is just above the national average, State System universities boast tuition and fees that are below the average in the Middle States Region (comprising Delaware, Maryland, New Jersey, New York, Pennsylvania, and Washington, D.C.).

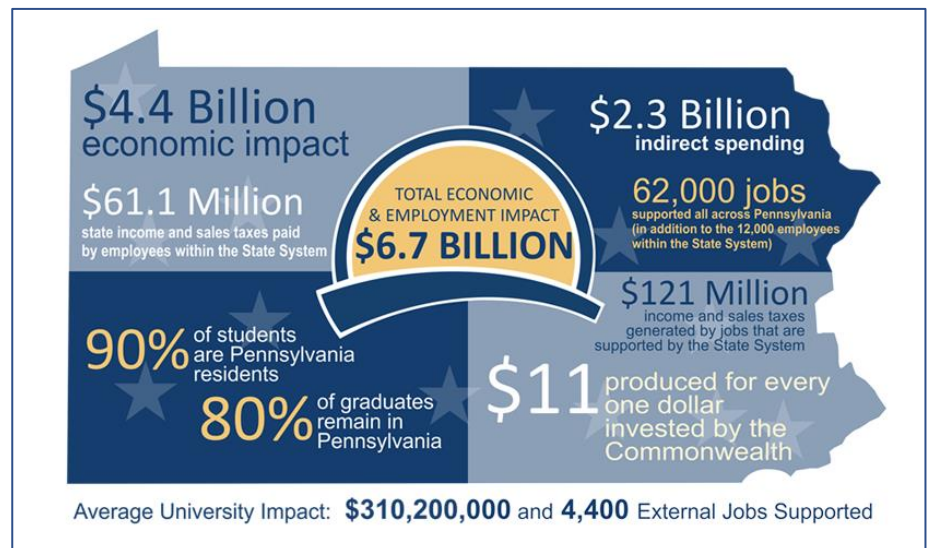
The State System universities operate with a combined \$2.1 billion annual budget. The universities receive the equivalent of

approximately \$4,000 per student in state support, about 60 percent of the national average among all public colleges and universities. The Commonwealth currently provides approximately one-quarter of the funding for the System with the remaining three-quarters generated through tuition and fees.

Managing costs and keeping tuition at affordable levels, while receiving fewer dollars from the state, requires the State System to utilize sophisticated budgeting, accounting, cash, and facilities management systems. The Chancellor will require strong executive leadership skills and expertise to identify adequate resources in difficult economic times to lead the System in continuous improvement in university entrepreneurship and flexibility, to implement new ways of conducting operations, and to align the academic offerings of the State System with the needs of its students and of the Commonwealth.

About Pennsylvania's State System of Higher Education

With a combined enrollment of more than 100,000 students, the State System is the largest provider of higher education in Pennsylvania, and is among the largest university systems in the United States. The State System employs more than 12,000 dedicated full-time faculty and staff, making it one of the largest employers in Pennsylvania. Several System universities are the largest employers within their counties, helping to fuel the local and regional economies, as well as that of the entire Commonwealth.





- ✓ The System's 14 universities offer the lowest cost, four-year baccalaureate degree programs in the Commonwealth
- ✓ Total annual cost of attendance is just above the national average, while tuition and fees are below the average in the Middle States Region
- ✓ Nearly 90% of State System students are Pennsylvania residents
- ✓ Nearly 80% remain in Pennsylvania immediately after graduation

State System universities are statewide and regional assets, which provide not only educational opportunities— from workforce training to advanced degrees—but also serve as cultural and economic development centers.

The State System universities award more than 26,000 degrees each year. In addition to the 14 main campuses, the System universities operate four branch campuses, two multi-university centers, and a host of other individual campus centers, many of which offer customized job training to meet the specific needs of business and industry.

Pennsylvania's State System of Higher Education generates more than \$6.7 billion annually in economic activity, and, in addition to its own 12,000 employees, supports about 62,000 external jobs statewide, many with the hundreds of small businesses located in and around the campus communities. The State System maintains eight collective bargaining agreements with seven separate bargaining units. Those eight contracts combined cover about 85 percent of all System employees.

Location

The select candidate will discover an environment where professional satisfaction and career achievement are paired with quality of life in the state's capital city. With one of the country's most affordable housing markets and a cost of living below the national average, Harrisburg provides an urban atmosphere with a manageable price tag. Central Pennsylvania is host to unique music venues, galleries, museums, historical and entertainment parks, and is a short drive to Amish country. Bikers and runners take in the scenery of the Susquehanna River on the trails of Riverfront Park, which also hosts many of the metro area's annual festivals and events. Residents also enjoy hiking the famous Appalachian Trail or camping and mountain biking in the many nearby state parks and forests. Big-city weekend getaways are also there for the taking; New York City, Philadelphia, Pittsburgh, Baltimore, and Washington, D.C. are a few hours away by car.

Family members of all ages will discover a community that offers an attractive array of activities, amenities, services, and opportunities, whether they are looking for top-notch education, meaningful employment, or simply a safe and comfortable place to live. This living and working environment is attractive for the academic executive professionally prepared to step up to this transformational Chancellor role.

Chancellor Role Specifications

Specific background/experiences and skills/accomplishments that appear to be the most important for success in the position.

1. Serves as the Chief Executive Officer of the System. An inspirational trailblazer committed to elevating the System's and the universities' performance. Shapes a culture that demands and achieves excellence.
2. Works effectively with a Board of Governors that is fully committed to supporting the Office of the Chancellor, the universities, and the strategic priorities of the entire System. Advises and counsels the Board with respect to policies, practices, goals, and objectives of the System.

3. Provides innovative, transformative leadership to advance the System Redesign effort and its three priorities: 1) Ensuring student success; 2) Leveraging university strengths; and 3) Transforming the governance/leadership structure.
4. Articulates and implements a vision that balances system-wide solutions with university strengths to achieve student success goals.
5. Drives an organization dedicated to student success. Works with key constituents to increase and manage student enrollment, retention, completion, and post-graduation success.
6. Visible and accessible, with responsive listening skills and active interest in the personal and professional development of faculty, staff, university presidents, administrators at all levels.
7. A steward of state and System resources. Promotes a statewide perspective on higher education that anticipates trends; attends to the current and developing needs of the State, its citizens and students; and aligns/relates them effectively to the System and its institutions.
8. Is responsible for fund development, including forging relationships and partnerships in order to develop reliable traditional and nontraditional funding sources. Advances and fortifies alliances with business, industry, government, academia, and community groups.
9. Aligns talent and resources to support the mission of the System while addressing the needs of the citizens of Pennsylvania. Specifically, supporting the vision of educating the citizens of the state, improving their economic standing, and assisting them in leading productive lives.
10. Harnesses the collective assets of the System by working to promote collaboration among institutions while developing inter-institution cooperative academic and operational programs and services designed to reduce cost while improving efficiencies and accountability.
11. Facilitates and fosters an environment of shared governance.
12. Advocates for inclusiveness and cross-cultural understanding. Demonstrates a commitment to diversity, equity, and inclusion (among the Board, administration, faculty, staff, and students).
13. Is politically astute. Works effectively with the Board of Governors, the universities' Councils of Trustees, university presidents, and legislative stakeholders.
14. Maintains a highly visible presence at the state capitol. Meets with the education chairpersons, various caucuses, etc. Collaborates with key legislators to maintain a positive and impactful presence with the General Assembly. Facilitates change, not just maintains status quo.
15. Works with the leadership of the bargaining units to develop strategies that focus on the needs and best interests of the System as a whole (including faculty, staff, and students).
16. Is the "face" of the System to the general public and to constituencies at the community, state, regional, and national levels.
17. Sets forth recommendations for organizational transformation and new areas of service along with corresponding allocation of resources and capital expenditures.

18. Builds pride in the System. Creates a collaborative space from which students can draw an identity and pride as students, graduates, and alumni (i.e., the State System, not just one specific school within the System).

Attributes Desired

Those human traits and abilities that appear to be most important for the success of this position.

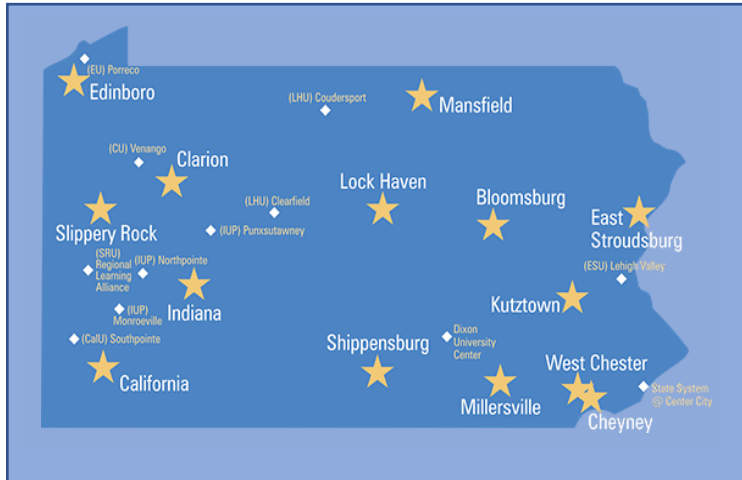
1. A forward-thinking, business-oriented agent of change. A CEO/diplomat-minded executive. A power influencer who leads with ethics, honesty, integrity, and transparency.
2. Works collaboratively and effectively with and across diverse teams and disparate viewpoints to bring about alignment, elevated results, and positive change.
3. Visionary and creative. An outside-the-box thinker and strategist with broad vision yet attention to detail.
4. Highly innovative, bringing a diverse strategy that encompasses inventive academic, student success, and organizational performance models.
5. Compelling and energetic personality with charisma to excel in presentations, negotiations, and both verbal and written communications. An active listener.
6. Demonstrated emotional intelligence. Able to accept criticism with grace. A lifelong learner with innate desire for continuous personal and professional improvement.
7. A proven advocate of diversity and inclusion at all levels of the organization.
8. Is committed to student preparation for career and other post-graduation success.
9. A smart, tough, nimble, flexible, and proactive leader, with the courage to make tough decisions and to take the necessary steps to enact needed change to advance the enterprise to the next levels of accomplishment.
10. Skilled in identifying problems and opportunities, using creativity to map and bring about solutions. Successful experience in managing and resolving conflict.
11. Proven ability to develop, advance, and fortify alliances with business, industry, government, academia, and community groups.
12. An earned doctorate or terminal degree preferred. Demonstrated record of executive leadership at the highest levels. Governance experience as a community/corporate board director, board chair, or commissioner, in governmental appointments or similar leadership roles, desirable. Significant progressive higher education experience, to include administrative leadership on behalf of a public university, college, or system also desirable.

Key Attractors

Points the Board believes will be strong attractors to top candidates.

1. Career-making opportunity to retool and grow a major public academic system—one of the largest in the country, with more than 100,000 students.

2. Lead a System Redesign effort that is determining the future course and culture, and is reframing and elevating the brand of Pennsylvania's State System of Higher Education.
3. Opportunity to work hand-in-hand alongside a highly engaged and motivated System Board of Governors dedicated to transforming and rebranding the System's tradition of and commitment to excellence in education and involvement and integration into the community.
4. Create the ideal, game-changing model within an environment where you will be listened to, heard, and affirmed.



Send your resume, current bio/profile, and compensation to:

ChancellorPASSHE@WhelessPartners.com

For more information or to discuss this position, contact:

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