

Goddard College

Provost & Chief Academic Officer

Position Prospectus

The Opportunity

Goddard College welcomes nominations, inquiries, and applications as they seek an accomplished and collaborative academic leader with an understanding of and commitment to progressive, democratic, and dialogic liberal arts education, to serve as its next Provost & Chief Academic Officer.

The Provost & Chief Academic Officer (hereinafter referred to as Provost) is responsible for the college's academic mission and student success. The Provost reports to the President, is a member of the President's Executive Leadership Team, and along with the Chief Financial and Administrative Officer, manages college operations. Additionally, the Provost serves as Officer in Charge in the absence of the President. The Provost is the primary liaison between the faculty and the President, Board of Trustees, and other members of the Executive Leadership Team. The Provost represents the academic program to both internal and external constituencies and collaborates with the President to secure resources needed to support the academic program. Additionally, the position provides leadership, direction, and supervision to the Associate/Assistant Academic Dean, Library, Assistant Dean of Community Life and Student Services, Academic Assessment and Accreditation, Institutional Research, Registrar's Office, and Academic and Student Affairs, as well as play a critical role in Enrollment Management and Marketing.

The Provost will combine a genuine interest in Goddard's history, values, programs, and people, resiliency and strength of character, superior and inclusive communication and change management skills, integrity, and trustworthiness with an exceptional array of skills, abilities, and experiences to support progressive, data-driven, innovative, and courageous vision and leadership for the Academic and Student Affairs Division and Goddard College. The role impacts policy, programs, curriculum and instruction, faculty recruitment and development, appointments, tenure and promotion, student success, marketing, technology, accreditation and compliance, and involves successfully working with faculty, students, and staff to promote academic excellence and student success throughout the college.



The Provost will have a clear understanding of the demands of the world and the landscape of higher education, but also an understanding of and genuine appreciation for Goddard's unique mission, values and pedagogy. The Provost will understand Goddard's uniqueness, as well as its important role in engaging and responding to the needs of our world. This leader will be gifted at holding the tension between mission and market, as well as tradition and innovation. This leader will continue Goddard's tradition of leadership in academic experimentation and ensure that Goddard and its offerings have both reach & relevance in the society of today and tomorrow. This Provost will understand that Goddard's financial sustainability has everything to do with the value, relevance and distinctiveness that Goddard uniquely offers the world. This is someone who has knowledge, skills and experience to implement the policies, structures and best practices of higher education, to engender a culture of excellence for Goddard, and a foundation for growth. The Provost role is one that demands a leader who understands the nature of current and anticipated priorities and challenges and is prepared to work through them with all constituencies - striving to reconceptualize, discuss, and attain what is both possible and manageable. This is all consistent with the current stated Goddard Mission: "To advance cultures of rigorous inquiry, collaboration, and lifelong learning, where individuals take imaginative and responsible action in the world."

This is an opportunity to be a part of a vibrant and diverse community of learners, leading a team that is collaborative and innovative, in an institution known for progressive education. At Goddard College a leader is able to engage with and enjoy the life of the mind and work in the world of ideas. This opportunity will speak to the leader who desires to work outside what is conventionally deemed possible in higher education – Goddard is a laboratory for this type of work.

Goddard College

Initially chartered as a Universalist seminary in 1863, Green Mountain Central Institute, later renamed Goddard Seminary, exemplified the inclusive, socially engaged values of its community. Goddard College's founder, Royce "Tim" Pitkin, was a graduate of Goddard Seminary and a student of John Dewey. Alarmed by the rise of fascism in Europe, Pitkin founded Goddard College in 1938 to unite the liberal values of the Seminary with Dewey's belief that interactive, self-directed education could help build civil, democratic societies. An experimenting college, Goddard has continually offered new educational models in response to societal needs. It was one of the first colleges to include adult learning in its charter, the first to develop a low-residency model for higher education, and the first to offer residential programs for single parents receiving public assistance. The College continues to grow and change along with its students, who come to Goddard to transform themselves, their communities, and their world.

The fundamental principles of progressive education, such as experiential learning, individualized study, education for social responsibility, and lifelong learning, guide Goddard's relationship with every student. Students come to Goddard from across the U.S. and around the globe, with the specific intention of transforming themselves, their communities, and their world.

Different than online degrees, Goddard offers low-residency graduate and undergraduate programs that are personal, with each student creating their own educational experience. While students independently advance their core degree coursework under the mentorship of a faculty advisor, each semester a program's students and faculty participate onsite or virtually in a week-long intensive learning residency at either the College's main campus in Plainfield, VT or one of its campuses in Port Townsend, WA, Seattle, WA, or Tacoma, WA. The intensive residency, dialogic experience, and relationship between faculty, staff, and student is what makes Goddard College unique. The Goddard "magic" is grounded in the relationship between human beings.



New for Goddard, the College has recently been accredited for distance education. The College's Digital Learning and Futures Workgroup is considering new opportunities this accreditation provides beyond virtual participation in existing programs, and how to reach student populations who do not find the College's existing low-residency model a viable educational option.

In 2020 Goddard enrolled 368 (roughly two-thirds graduate and one-third undergraduate) students, who were served by a full-and part-time faculty of 70, an administrative staff of 51, with a \$7 million annual operating budget. Goddard College employs a diverse faculty who reside throughout North America. Nine percent (9%) of its faculty live in Vermont. Twenty-five percent (25%) live in New York State. Other faculty live in eighteen states, two Canadian Provinces, and Puerto Rico – covering a broad geographic region ranging from Quebec to British Columbia, Florida, Georgia, Texas, Washington, and California.



Mission

To advance cultures of rigorous inquiry, collaboration, and lifelong learning, where individuals take imaginative and responsible action in the world.

Educational Philosophy, Values & History

Students at Goddard work with faculty to direct their studies according to personal and professional interests, goals, gifts, and desires. Students develop the capacity to understand their lives in an ever-changing social context, and thereby take meaningful action in the world. They are encouraged to question received knowledge and the status quo and to create new understandings of the world and of human experience. As a collaborative interdependent learning community, Goddard respects, includes and appreciates differing perspectives. The institution challenges itself and others to embrace uncertainty, experiment, and imagine unexpected outcomes. Recognizing its interconnectedness with others and with the earth, Goddard holds its scholarship and actions to the highest standards of integrity, authenticity, and compassion.

Goddard recognizes that teaching and learning are fully realized when they include a wide range of people, cultures, experiences, abilities, and fields of knowledge. Understanding that access to resources and social and political power are not equally distributed, the institution offers the means to explore and articulate a wide range of personal and cultural understandings of well-being and justice, and to take action to create a more just world. In addition to keeping education affordable, the college creates academic and campus environments that all Goddard community members can use. They also recognize the increasing impact of human activity on the planet's limited resources. In its educational and institutional practices, they are committed to thoughtful and sustainable action that increases individual and social capacity for environmental stewardship and an improved future. Goddard College has embodied its unique educational philosophy and values for nearly 150 years. The institution's ability to position Goddard so that its values and philosophy are advanced in the midst of 21st Century realities is both the opportunity and challenge.

Current Circumstances

An honest dialogue about the circumstances that will shape the mission of the Provost is critical. Five years ago, Goddard faced the possibility of regulatory sanctions and serious concerns about the ability of the college to remain financially viable, specifically reflecting concerns about the governance structures of the Board and the college.

The Goddard Board of Trustees, the former President, and the entire Goddard community expressed a commitment to ensuring the survival of the college. The Board of Trustees adopted best practice standards, adding additional members to ensure that an ample pool of thought partners existed with expertise in academics, executive leadership, finance, and development. Strategic oversight, effective governance, fiduciary vigilance, and an effective partnership and support for the new President and a Provost are now embedded in the board's work and culture. The administration has been reinforced, with key personnel added and a team approach to problem-solving and strong performance. Increasingly effective marketing and recruitment processes have been developed and continued enrollment is projected. There are growing reserves, and the college operates with a balanced budget. In September 2020 Goddard successfully underwent a comprehensive accreditation review process and was subsequently granted a ten-year NECHE Accreditation.

The college has continuing opportunities to identify and meet challenges related to strengthening its governance systems and processes, fundraising, and responding to, aligning with, and competing within higher education frameworks and the demands of emerging education landscapes. Goddard College's students and alumni are its measure of success. They consistently celebrate their experiences and learning in the College's numerous academic programs. This is due in part to the strength of the institution's pedagogy and the quality of faculty. This reality, coupled with Goddard's governance, President, and administration, is the foundation for the College's growth and future.

The Provost will have the opportunity to build on this foundation. Shaping Goddard's strategic direction and uniting the Goddard community will be central to the Provost role.

A demonstrated and genuine commitment to social justice, equity, diversity, and inclusion coupled with progressive values, effective management, leadership skills, and experience, and a value proposition that aligns with the culture of Goddard College will be fundamental to the mission and success of the Provost.

Strategic Plan

Vision

Within five years, Goddard will be recognizable as a diverse thriving and financially durable institution, with a compassionate and equitable culture supporting a wide-range of learner-driven academic programs, partnerships, and experiments that respond to societal needs and enact Goddard's values in the world.

Goddard is an institution of higher education founded in principles of progressive pedagogy and in the belief that democratic education, or liberatory pedagogy, is a vehicle for positive social change. They are committed to full human rights, to embracing social justice, to agency and protection for all people, and to thoughtful action to save the earth.



They recognize that they stand on land that has been usurped, exploited, and occupied and that they also walk together in the legacy of those who have come before, holding the light of compassion and knowledge against ignorance and mal intent, acting as sanctuary for the most vulnerable, and safeguarding spiritual, collective, and global well-being.

Goddard is committed to cultivating a vibrantly diverse, ethically and academically strong, environmentally and fiscally sound and flourishing learning community, to changing the prevailing narratives of social and political division, domination, and oppression, to one of inclusion, equity, healing, and transformation.

Priorities/Perspectives

Success in achieving Goddard's vision will be assessed through the lens of these five priorities/perspectives:

- Diverse, Equitable, and Responsive Culture
- Financial Strength
- Mission-Minded Growth
- Academic Innovation & Experimentation
- Outward Engagement

Strategies

Goddard will address these priorities by applying ten core strategies, each aligned with at least two Priorities.

1. Operate on a balanced, aligned budget with increasing reserves.
2. Exercise extraordinary transparency and oversight.
3. Focus resources on new and robust admissions, marketing, and development activities.
4. Develop partnerships.
5. Integrate academic and operational activity and functions.
6. Create a universal relational experience.
7. Create and/or improve systems.
8. Differentiate.
9. Develop new academic initiatives.
10. Engage in ongoing reflection and dialog.



Administrative Location – Plainfield, Vermont

Vermont

The Green Mountain State is home to a beautiful natural backdrop of mountains, rivers, and forests with a thriving business community, top-rated schools, a vibrant culture.

[Central Vermont](#) is known for its small shops, artists, museums, farms, historic sites, and diverse outdoor recreation that make life vibrant and attractive. The hills and valleys make the landscape picturesque, and historic downtowns and quaint villages throughout the region offer much to explore.

In Vermont, there are interesting activities available for every season. This region is home to the Green Mountain National Forest, the stunning Quechee Gorge, and many maple sugar works. Enjoy the best biking, hiking, golf, tennis, boating, fishing, swimming in warmer weather and skiing, snowboarding, ice skating and snowshoeing when winter sets in. Discover the many [fairs and festivals](#) with arts, crafts and antiques, visit local farms and cozy inns, and savor great food, beers, wines and cider.

Once people settle in Vermont, it is hard for them leave the state. Vermont has lots of reasons to retain its residents and attract new ones. Once you are in Vermont, be assured of your safety since crime rates are low when compared to other states. Other things that you will be sure to enjoy in Vermont are fresh food, friendly people, and beautiful scenery.

In 2020, WalletHub ranked Vermont as the #2 Safest State in America and #3 for the Best State to Have a Baby.

In 2019, Vermont was ranked #5 Best States by US News and World Reports



Plainfield

Plainfield, VT is just a 15-minute drive from the state capital in Montpelier, 3 hours north of Boston, and 2.5 hours south of Montreal.

Settled in the 1790s, the village of Plainfield in central Vermont, is nestled along the waterways of the Winooski River and the Great Brook and is flanked by hills having spectacular views of Camel's Hump. Within the town sits Spruce Mountain at 3037' elevation.

Although Plainfield is similar to many other rural New England towns by the numbers (size, population, etc.), it has a distinct flair which sets it apart from most surrounding communities. [Goddard College](#) attracts a liberal, educated population that at one time made up a significant portion of the townspeople

Plainfield, like a number of Vermont towns, retains the influence of the back-to-the-land movement of the 1960s. A number of people came to stay for good and continue to run organic farms. This older generation has now joined with the newer, younger sustainable agriculture movement and the food renaissance in Vermont. Influenced by presence of Goddard College, the town retains an ethos of activism, community, and solidarity. Community spirit and solidarity was demonstrated in 2013, when the town raised the most money per capita for Vermont Public Radio and thus earned an Ice Cream Social from Ben and Jerry's. The radio station housed at Goddard College, [WGDR](#), continues to serve as a community voice and link for area residents.

The charm and beauty of Plainfield is ever present due to the numerous historical buildings that remain – including the classic 1840 Greek Revival Opera House building that serves as a cultural and civic center, hosting opera, theater, lectures, dances, movies, weddings, meetings, and other special events for the people of Plainfield and nearby communities. It is valued for its excellent acoustic qualities and for the ambiance created by its high, tin-clad ceilings and walls, its hardwood floor, tall sash windows, proscenium stage and red velvet curtains. When walking through the village today, with a little imagination, one can see the old hitching post on Main Street, hear the clomping of horses as a buggy is drawn along the dirt road in front of the Methodist church, gaze at the dam below the bridge that crosses the Winooski River and know it was used to power a sawmill and a gristmill. When one steps inside what was originally one of the oldest Vermont general stores, and walk across the original floorboards, one can imagine gatherings round the cast iron parlor stove, talking and warming up before heading back by sleighs pulled by oxen to hillside farms. The towns original sites give continuity between the generations of people who came before and the history has, in part, created the culture there, as the community continues into the future.



The Role

Provost & Chief Academic Officer

Summary & Essential Functions

The Provost & Chief Academic Officer provides vision and leadership in planning, developing, and implementing the College's academic programs, and ensures the growth and quality of all educational offerings and academic support functions. As Chief Academic Officer, the Provost is directly responsible to the President and serves as a member of the President's Executive Leadership Team. The Provost advises the President on academic and student affairs and is the spokesperson for the faculty and academic leadership regarding instructional programs, budget proposals, academic policies, and student retention. It's the Provosts' job to ensure the work of the Academic and Student Affairs division aligns with the College's mission and social justice and inclusion priorities.

As Chief Academic Officer, the Provost ensures the academic integrity of the College and supports innovations in programs and pedagogy in response to a rapidly changing environment. As Chief Student Affairs Officer, the Provost provides leadership, vision, direction, and advocacy for to support student completion and success in attaining educational goals.

The Academic and Student Affairs/Community Life leadership team, directed by the Provost and inclusive of the Registrar's Office and Library, promotes the effective interrelationship between instructional services, student affairs, and academic initiatives. The Provost consults with the members of the team on issues affecting the Academic and Student Affairs/Community Life division of the College and works collaboratively to ensure that the College meets its enrollment management goals. Recommendations are presented by the Provost to the Executive Leadership Team and President concerning College-wide cooperative ventures, communication, and allocation of resources.

As a member of the President's Executive Leadership Team, the Provost participates in strategic planning, policy formulation, budgetary decisions, and problem solving, and offers advice and counsel on the implications of institutional decisions on both the academic program and the student experience.

The Provost provides leadership, direction and supervision to the following departments and personnel:

- Associate/Assistant Academic Dean
- Library
- Assistant Dean of Community Life and Student Services
- Academic Assessment and Accreditation
- Institutional Research
- Registrar's Office
- Academic Affairs

The Provost is the primary person responsible for the following areas:

- Instruction, curriculum, and assessment of student learning
- New academic initiatives and program development
- Student Affairs, including student retention and success
- Registrar's Office, Library, Community Life
- Accreditation of the College and academic programs
- Liaison to the Board of Trustees on Academic and Student Affairs
- Academic and Student Affairs' goals related to the College's strategic plan
- Other areas/offices assigned by President

Duties & Responsibilities

- Administer the College's instructional functions, its academic programs and residencies, the library, satellite campuses in Port Townsend, Seattle, and any future locations, and several academic support offices.
- Coordinate and oversee faculty and administration recruiting and hiring in the areas under Academic Affairs.

- Make final recommendations to the President on all personnel matters in the areas managed by Academic Affairs, including appointments, reappointments, ranks and promotions, leaves of absence and retirement.
- Resolve conflicts and advise other academic administrators on personnel issues.
- Develop long- and short-range plans for the curriculum, staffing, enhancing efficiency and effectiveness, and for improving quality.
- Assist with College governance.
- Participate in labor management negotiations and work with unions.
- Provide leadership to the faculty and make final recommendations to the President on curriculum matters. Serves as a member of the President's Executive Leadership Team.
- Administer the academic policies and requirements of the College, and counsel students in these and other matters.
- Promote excellence in teaching and scholarship and the increased use of technology in teaching and administration.
- Ensure that all programs have an on-going program of assessment.
- Develop budgets and monitor expenditures for the academic offices, coordinating with the Chief Financial and Administrative Officer.
- Advise Marketing and Admissions efforts.
- Assist the President in fundraising and public relations efforts of the College. Encourage and assist faculty in applying for grants and contracts.
- Meet regularly with the Academic and Student Affairs Committee of the Board of Trustees, preparing the agenda, reports, and may function as recorder for their meetings.
- Ensure that the activities of Academic and Student Affairs meet the requirements of the College's accreditation and licensing agencies.
- Serve as the College accreditation liaison to New England Commission on Higher Education.
- Responsible for accreditation processes, reports, visits, etc.
- Provide oversight of academic services, including advising, tutoring, and engagement units.
- Serve as Chief Academic Officer and Chief Student Affairs Officer of the College; may serve as Officer in Charge in the absence of the President.
- Promote and advance the College by actively participating in appropriate state, regional, and national organizations.
- Actively participate as a member of the President's Executive Leadership Team and assist the President and other senior leaders in achieving priority institutional objectives identified in the College's strategic plan
- Create the annual Operational Plan for the division of Academic and Student Affairs; oversee and guide the creation and implementation of annual operational plans for the Academic and Student Affairs leadership team and assist Deans and/or Associate Provost in achieving priority institutional objectives; evaluate progress toward goals and objectives.
- Prepare the annual budget for the department, in alignment with the College's strategic priorities.
- Support enrollment management initiatives and innovations in programs and methods of delivery that respond in a timely manner to a rapidly changing environment.
- Manage the creation and implementation of a comprehensive, integrated student retention plan, in cooperation with the Executive Leadership Team.
- Oversee the systematic and routine assessment of all Academic and Student Affairs programs and services - measuring outcomes and planning continuous improvement.
- Ensure that the College offers an inclusive environment that celebrates and promotes understanding and respect across a diverse student body, employees, and community.
- Annually review the program compilation to ensure that academic programs remain relevant to workforce needs and prospective student demand.
- Develop and implement an Academic Growth Plan and program innovations.
- Support mutually beneficial partnerships between the College and business/industry, not-for-profit organizations, and other educational institutions.
- Serve as the College's primary contact local, state, and federal agencies in matters pertaining to Academic and Student Affairs.
- Assist in formulating and proposing policies (subject to Presidential and trustee approval as needed) concerning all facets of Academic and Student Affairs.
- Provide leadership in the incorporation of instructional technologies to improve student learning.

- Maintain compliance with the terms of contracts with employee bargaining units; participate in the negotiating process by assisting in the formation of negotiating strategy, formulating proposals and counter proposals, and advocating management's position as part of the negotiating team.
- Work closely with Chief Financial and Administrative Officer to ensure that physical space as well as IT infrastructure is used effectively and efficiently.
- Support regular communication and working relationship with other areas of the College, keeping them informed of current activities and collaborating to achieve institutional priorities.
- Review and provide final authorization for claim forms, travel requests, budget encumbrances, requests for temporary employees, personal service agreements, etc.
- Prepare an annual report on the activities.
- Work is primarily performed in-person and on-campus and requires a flexible schedule, including evening and weekend work, especially during residencies.
- The Provost is expected to have an in-person presence on campus, including, but not limited to, participation in Executive Leadership Team meetings, Commencements, NECHE visits, Board of Trustees meetings.
- Travel to Washington State campuses is expected.
- Complete special assignments and tasks assigned by the President.

Knowledge, Skills & Abilities

- Broad understanding of the philosophy and mission of Goddard College.
- Knowledge of curriculum design and its application to sound academic management.
- Ability and skill in the design and application of methods for the evaluation of faculty and staff.
- Effective verbal and written communication, in general, as well as when communicating complex ideas and recommendations.
- Ability to carry out the functions of leadership within a planned program of institutional growth and innovation
- Ability to develop and administer an academic budget; ability to establish and monitor fiscal accountability within the areas of responsibility.
- Strong commitment to shared governance and constructive engagement.
- Ability to successfully work with faculty, staff, and students as well as community groups of diverse academic, socioeconomic, cultural, and ethnic backgrounds.

Education & Experience

- Terminal degree in an academic discipline and experience as a Vice President of Academic Affairs, Provost, Dean, or senior academic administrator.
- Minimum of ten years of experience in progressively responsible teaching, administrative and educational leadership positions in a college setting.
- Hold a record of successful leadership in higher education.
- Commitment to and proven success in promoting diversity, equity and inclusion within academic programming, student recruitment and retention, faculty affairs, and staff development.
- Experience working effectively within a culturally diverse organization.
- Skills in academic administration and the Experience working effectively across all segments of the College community – faculty, staff, and students.
- Experience working effectively with external constituencies.
- Experience in strategic planning, fiscal management, resource allocation, and personnel supervision and development.
- Effective team management skills, including team building, communication skills, and the ability to develop and implement short/long-term plans with unquestioned integrity.
- Knowledge of contemporary management issues.
- Capacity to make difficult decisions that support the College's mission and goals.
- Excellent written, presentation, and interpersonal skills.
- Keep a professional appearance and demeanor.
- Maintain a high level of confidentiality.

Nominations & Applications

LeadExec is partnering with Goddard College in this national search. For inquiries, nominations, applications, and confidential conversations, please contact:

Lisa J. Marks, Founder & CEO
Heather Dobberstein, Senior Search Consultant
906.203.7524
provost@leadexec.com

This position is open until filled but only applications received by **Thursday, June 23, 2022**, can be assured full consideration. Applications should include a detailed letter of interest and a current curriculum vitae/resume.

LeadExec is a respected expert in retained executive search and organizational development. We identify and engage leaders who make an impact and transform organizations.



Goddard College does not discriminate on the basis of race, religion, color, national origin, marital/civil union status, age, gender, gender identity or expression, sexual orientation, veteran/uniformed service status, disability or other legally protected classification in any of its policies or procedures – including but not limited to those related to admission, employment, the provision of educational services, and the granting of financial aid – or in its services, facilities, privileges or benefits in compliance with and to the limits of applicable state and federal laws. All Goddard scheduled and sponsored programs and activities are open to men and women on an equal basis or on the basis of gender identity or expression. Goddard College is an equal opportunity provider and employer.

