



**COPPIN**  
STATE UNIVERSITY  
— EST. 1900 —



## **President** Leadership Profile

**WITT / KIEFFER**  
*Leaders Connecting Leaders*

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This Position Specification is intended to provide information about Coppin State University and the position of President. It is designed to assist qualified individuals in assessing their interest in this position.



**PRESIDENT COPPIN STATE UNIVERSITY  
Baltimore, Maryland**

The University System of Maryland (USM) invites nominations and applications for the position of President of Coppin State University (CSU), one of the 12 constituent institutions of the University System of Maryland (USM).

Located in the heart of west Baltimore, Coppin State University, a Historically Black Institution, was originally founded in 1900 as a training institute for African-American elementary school teachers and is named in honor of born slave and college graduate, Fanny Jackson Coppin.

Today, the 115-year old institution is an urban, residential liberal arts university that provides academic programs in healthcare, education, nursing, business, criminal justice, social and behavioral sciences, and in STEM disciplines through its four colleges -- the College of Business, College of Arts & Sciences and Education, College of Behavioral and Social Science, and the College of Health Professions. Coppin has a student enrollment of approximately 3,200 students and an annual operating budget of \$90 million. The Middle States Commission on Higher Education accredits Coppin State University.

It is preferred that applicants and nominees possess an earned doctorate or other appropriate preparation, and provide evidence of successful college/university teaching and administrative experience.

More information about Coppin State University can be found in this document and online by visiting [www.coppin.edu](http://www.coppin.edu).

For information on making a nomination or expressing personal interest in this position please see the section entitled "Procedure for Candidacy" near the end of this document.

## **Coppin State University: An Overview**

### ***Mission Statement***

Coppin State University, an urban, comprehensive, Historically Black Institution (HBI) located in Baltimore, Maryland, offers quality undergraduate and graduate programs in teacher education, the liberal arts, mathematics, sciences, technology and professional disciplines. The University provides educational access and diverse opportunities for students through excellence in teaching, research, and community engagement, thus preparing analytical, socially responsible, lifelong learners. Coppin State University builds on a rich legacy of empowering students, prompting community revitalization, and strengthening relationships with local, national and global partners.

### ***Institutional Identity***

Coppin State University (CSU) is a Historically Black Institution within the University System of Maryland that prepares students with the mission of meeting the challenges associated with urban communities. Its primary target population includes graduates of surrounding public schools and community college transfer students. The University seeks to transform the lives of its students who return to their communities as change agents.

The major academic programs of the institution that impact the communities are in education, healthcare, and in the science, technology, engineering & mathematics (STEM) disciplines. Focus primarily on these disciplines prepares students to be competitive in the State, region, nation, and world markets. As a Carnegie master's comprehensive (MA I) institution, Coppin provides graduate level programs and anticipates a change in the Carnegie classification to a Comprehensive Doctoral Institution pending approval. The first doctorate program to be offered will be the Doctor of Nurse Practice (DNP).

Additional priorities include emphasis on community engagement and sustainability. Some of these initiatives in brief include:

### ***Community Engagement***

Coppin State University offers educational access and diverse opportunities for Baltimore residents as well as students from around the world.

The University is committed to meeting the educational needs of its urban population that includes the traditional student and the adult learner. The University prepares students to be competitive in regional and global markets through its commitment to excellence in teaching, research and community engagement. Coppin proudly produces analytical, socially responsible, lifelong learners.

Coppin is the first higher education institution in the State of Maryland to assume responsibility for the restructuring and administration of a public elementary/middle school and a high school in Baltimore City.

## Faculty and Staff

### *Faculty*

Coppin State University faculty are well-qualified professors, dedicated and interested in the success of their students. Many faculty members hold terminal degrees in their field and come to Coppin State from diverse ethnic backgrounds, with outstanding credentials from leading universities throughout the country and abroad.

The Faculty Senate is the voice for the faculty at Coppin State University. The Faculty Senate represents all faculty through the process of shared governance. The Faculty is committed to the essential work of the University, which is to provide quality undergraduate and graduate education to students in each of the liberal arts disciplines, as well as in the career and professional fields represented on this campus.

### *Staff*

The CSU Staff Senate was established to foster a spirit of unity, pride and cooperation among staff members by recognizing the leadership role staff plays in the daily work of the university. The Staff Senate advises the President of Coppin and the President's Cabinet on issues and concerns that are important to staff and supports the administration in the achievement of the university's mission. The staff is integral in achieving CSU's vision of excellence in its academics, research, and service.

## Accreditation

Coppin State University is accredited by the Middle States Commission on Higher Education and has a host of academic programs that are affirmed by specialized accrediting agencies. The excellence of these programs is evidenced by accreditations from the Commission on Collegiate Nursing Education (CCNE), the Commission on Accreditation of Health Informatics and Information Management Education (CAHIIM), the National Council for Accreditation of Teacher Education (NCATE), the Council on Rehabilitation Education (CORE), the Council on Social Work Education (CSWE) and the Middle States Commission on Higher Education (MSCHE). The College of Business is completing the self-study process for the accreditation of its programs through the Accreditation Council for Business Schools and Programs (ACBSP).

## Academics

Coppin State University offers a total of 53 academic programs of which 33 are undergraduate majors, 12 are graduate degree programs and nine (9) are certificate programs. CSU prepares students to be competitive in regional and global markets through its commitment to excellence in teaching, research, and community engagement. Coppin offers major and minor course of study through its four Colleges:



- The College of Business
- The College of Arts & Science and Education
- The College of Behavioral and Social Sciences
- The College of Health Professions

In response to a demand in STEM graduates, Coppin State University has expanded its science and mathematics disciplines to include a Forensic Science major and Doctorate of Nursing Practice (DNP). Graduates of these disciplines experience some of the most promising career paths.

***The College of Business*** is the most recently established of the all of the colleges. The College of Business was designed to offer students relevant, real-world experiences, daily interactions with seasoned professionals and seamless transition into the Business world. In 2012, the University collaborated with Pearson's, the world's leading learning company to offer the University's first completely on-line bachelor's of science in management degree. In addition to the current curriculum, the College of Business has launched an initiative to promote a pathway to innovation, entrepreneurship and appreciation of intellectual property.



***The College of Arts and Science and Education*** is the home to over 30 majors, minors, and concentrations-in history, global studies, english, computer science, biology, education, and visual and performing arts. Departments in this college include Humanities, Mathematics & Computer Science, Natural Sciences, Teaching & Learning, and Instructional Leadership & Professional Development. This College also runs the James Edgar McDonald Child Development Center established in 2013 to address the needs of students. The center offers early care and education programming.

***The College of Behavioral and Social Sciences*** is where human service professionals meet human needs. Students are prepared to meet the needs of increasingly diverse populations-in the U.S. and beyond. The departments in this college include Applied Psychology and Rehabilitation Counseling, Criminal Justice & Applied Social and Political Sciences, Interdisciplinary Studies and Social Work. This College also houses the Bishop L. Robinson Sr. Justice Institute that is named after Baltimore City's first African-American police commissioner who had a 50 - year law enforcement career in Maryland. The center provides training, certification and research opportunities in public safety and corrections to students and justice practitioners.



***The College of Health Professions*** is comprised of the School of Nursing, the School of Allied Health, and a Community Health Center. Comprehensive and student-centered, this college is renowned nationwide for academic distinction and setting new standards of nursing education technology. Students receive an unsurpassed education that leads to job offers for 100 percent of its students before they even graduate. Keeping with industry standard and trends, the College will offer a Doctor of Nurse Practice degree for practice nurses who have earned a Master's degree in nursing.



## Student Life



Coppin State University students have the opportunity to participate in more than 40 clubs and organizations, including honors programs, living/learning communities, a speech and debate society, STEM clubs, a drama club, club sports, Greek letter sororities and fraternities, and many more.

The Student Government Association provides support and advocacy on behalf of the undergraduate students enrolled at Coppin. The elected leadership, along with the other SGA volunteers is highly engaged with activities in support of the undergraduate student body.

The Office of Student Activities and Leadership exists to support and enrich the academic experience of students through extracurricular activities such as concerts and other live performances, dances, lectures, movies, bowling, skating and other events.

## Athletics



Coppin State University sports teams are known as The Eagles. Coppin is a member of the Mid-Eastern Athletic Conference (MEAC) and participates at the Division I level. Coppin fields men's teams in baseball, basketball, cross country, tennis and track, and women's teams in basketball, bowling, cross country, softball, tennis, track and volleyball.

## University Colors

The University's colors are blue and gold. The bold colors of Coppin State University are immediately recognizable. Confident and distinguished, the colors weren't always as they are now.

Selected in the 1930s when Coppin State was a teacher's college, the university's original colors were pastel blue and pastel yellow, both favored by its mainly female student body. As more men began enrolling in the 1940s, the colors were changed to the familiar blue and gold of today.

## Eagle Mascot



Paired with the proud blue and gold is Coppin's mascot: the majestic eagle. Representing courage, nobility and strength, it's as fitting for today's Coppin student body as it was over 100 years ago.

## **Coppin Proud – CSU’s Points of Pride**

- ❖ Coppin’s legacy as an HBCU and its enduring mission of educating students from across the full spectrum of the population, including many first generation college students and adult learners.
- ❖ Coppin offers a wide range of student-centered events in a nurturing, safe campus community.
- ❖ An attractive campus with modern buildings is a hallmark of Coppin’s presence in its West Baltimore community.
- ❖ Dedicated, nurturing and supportive faculty and staff who are passionate about Coppin, its students and its mission.
- ❖ Multi-culturalism and the diversity of the student body and faculty contribute to a rich learning environment.
- ❖ Coppin’s affordability, especially in comparison to other area institutions of higher education.
- ❖ Active alumni who promote the university and support students through various functions and activities.
- ❖ Alumni serve in many professions in the area—education, health care, law enforcement, government, business and the arts.
- ❖ Metropolitan location, with close access to public transportation and a major interstate highway.
- ❖ Coppin is noted for its leading edge technology equipment and superb services in support of the academic mission of the university and in meeting the needs of students and faculty.
- ❖ Coppin has many strong academic offerings and flagship programs of distinction including nursing and the health professions, and signature programs in teacher education, social work, criminal justice, and business.
- ❖ Coppin operates two successful Charter schools, the only university in the region to do so.
- ❖ Coppin is an integral part of the fabric of its surrounding community; through the efforts of its faculty and staff, students and alumni community engagement is a major part of Coppin’s identity.
- ❖ The learning resources available to students and the faculty to student ratio provide a climate for strong student and faculty interaction.
- ❖ Coppin’s athletic program, most notably in basketball and field and track, is well known in the region. A source of pride is the successful rate of graduation of Coppin’s student athletes.

## **THE ROLE OF THE PRESIDENT**

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The President of Coppin State University is the Chief Executive Officer of the institution. She/he is responsible for all operations of the University, including overall leadership and management of the institution, its academic enterprise, fundraising, development of budget requests, and allocation of resources. The President reports directly to the USM Chancellor and operates in accordance with policies and procedures established by the USM Board of Regents.

### **Responsibilities**

The responsibilities of the President include, but are not limited to:

- Providing leadership to sustain and enhance Coppin's reputation, as well as enhancing the standards of excellence in the quality of education;
- Facilitating collaborative relationships between Coppin, the community, government, business and corporate entities, and other educational institutions;
- Recruiting effective administrators and providing a climate that fosters personal and professional growth;
- Facilitating the development and implementation of academic programs which are future focused; review existing programs for effectiveness and relevancy;
- Recognizing the ongoing need for advancing information technology for Coppin's teaching, student learning and business operations needs, and
- Garnering resources necessary to enhance the student life experience for residential and commuter students
- Providing a strategic direction for the University that enhances its level of competitiveness among its local and national peers.

## **THE PRESIDENT: OPPORTUNITIES AND CHALLENGES**

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Among the many opportunities the new President will have to succeed, the following represent some of those by which his or her performance will be judged during the first few years of his or her tenure.

### ***Articulate and Advocate for Coppin's Identity, Vision and Value***

Coppin State University is an anchor institution dedicated to the mission- to provide education access and diverse opportunities for all students while emphasizing its unique role in educating residents of Metropolitan Baltimore and first-generation college students. The President will work with the university community to further strengthen, refine, and enhance its identity to ensure that this commitment is manifest throughout the Coppin experience.

The University's strategic plan lays out a road map for Coppin's future. While the university community and Board of Regents have endorsed this plan, there is much room for the next President to shape it to undergird his or her vision for the future of the University. The President will work closely with faculty, students, administration, and board members to identify his or her priorities within the plan and will bring energy, enthusiasm, and advocacy for those priorities.

### ***Increase Student Enrollment***

Central to Coppin's strategic vision - and to the opportunities its new President will inherit is a critical need for growth in the student body. While the University's strategic enrollment plan may provide a pathway for achieving these goals, the President will play a leadership role in the success of that plan. The new President will need to have a well-articulated value proposition for both prospective and continuing students.

In addition to executing the plan and realizing the growth necessary to ensure the University's financial efficacy, the new President will work with the university community to provide the resources necessary to support the larger student enrollment that will result. Of particular importance is the provision of student services. The President will review the array of student services currently available and the modalities in which they are delivered with an eye toward enhancing the holistic experience of a Coppin education for all students.

### ***Provide Leadership During Fiscal Challenges***

Coppin faces financial challenges resulting from several factors including declining student enrollment, reduction in overall percentage of state funding support, the recent economic downturn and its impact on academic institutions, shifting demographics and new approaches to providing learning opportunities. The successful execution of the University's strategic plan and specifically implementing an effective plan to increase enrollment is critical to ensuring the institution's financial health.

### ***Strategic Investment in Academic Programs to Advance the Standing of the University***

While increasing revenues is more critical to the University's future, Coppin will need to ensure that all its expenditures are focused and productive. The recent national economic downturn and slow recovery of the past several years have been extremely challenging for Coppin. The University has likely reached a point at which further budget reductions will strike at the substance of the academic mission of the institution. The next critically important stage of the University's evolution, then, will be to invest in programs of distinction and promise that support its core mission and have the potential to attract students, faculty members, donors, and strategic partners to the institution.

### ***Internal University Community Engagement***

The challenges of the past few years, particularly in terms of finance, have taken a toll on the sense of 'family' at Coppin. While adherence to the institution's core mission and values remains strong, morale has suffered. The new President will play a key role in reversing this trend. He or she will be a listener and a consensus builder, one who works from the institution's core values and mission to rally the University community around its students, and thus its future. Critical to success in achieving these ends will be a transparent and inclusive leadership style and respect for the University's tradition of shared governance.

## **THE QUALIFICATIONS AND QUALITIES OF THE PRESIDENT**

In addition to a record of academic accomplishments that earn the respect of the academic community, the ideal candidate for President will have the following professional qualifications and personal characteristics:

A Ph.D, Ed.D., or other equivalent terminal degree in a discipline relevant to Coppin State University's mission and/or academic offerings is highly preferred. In lieu of a terminal degree, candidates should have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and confidence of the academic community. Prior teaching experience in an institution of higher education is also a major plus.

The successful candidate shall be an individual of great personal integrity, and shall be a visionary leader who possesses the following:

- The experience and competency to lead and manage a complex institution of higher learning effectively; a problem solver who knows the right questions to ask and who will hold people accountable;
- A passion for educating students and meeting their needs, and an understanding of Coppin's role in advancing both-the education and the needs of students;
- The ability to communicate a vision for Coppin as a public, urban University; one who supports Coppin's mission and able to provide the leadership and creativity to adjust strategy as time and conditions require and which will be in the best interest of Coppin;
- Strong, effective verbal and listening communication skills; interest in and the ability to be an effective fundraiser;
- Politically astute and an effective advocate for Coppin within the USM, with government agencies and with the public at large;
- Inclusive management and team-building skills and an appreciation for shared governance and its value in Coppin's decision-making process;
- An ability to effectively communicate an appreciation for the contributions of Coppin's constituencies, including alumni, parents, business partners, government entities and Coppin's surrounding community;

- A leader who exhibits and embodies integrity, collegiality, enthusiasm and a sense wanting to be at Coppin;
- A leader who is available, accessible and who genuinely enjoys participating with the campus community in a full range of activities;
- Possess an ability to be engaging with students, faculty and staff, alumni and parents;
- A reputation for excellence in his/her respective discipline/field as evidenced by distinguished scholarship and recognition by peers and others, and
- An ability to cultivate financial support and partnerships with public and private sector entities through philanthropic fundraising efforts and successful grantsmanship.

## **PROCEDURE FOR CANDIDACY**

Inquiries, nominations and applications are invited. Review of applications is underway and will continue until the position is filled. Candidates should provide curriculum vitae, a cover letter of application that addresses the responsibilities and requirements described in the Leadership Statement, 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 e-mail to [CSUPresident@wittkieffer.com](mailto:CSUPresident@wittkieffer.com). Materials that cannot be emailed should be mailed to the Witt/Kieffer consultants: Oliver B. Tomlin and Howard T. Jessamy at 7201 Wisconsin Avenue, Suite 775, Bethesda, MD 20814. The consultants can be reached by telephone through the office of Chris Van Sickle at 314- 754-6071.

*Coppin State University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

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The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Coppin State University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.