

CharterOak

STATE COLLEGE

A Higher Degree of Online Learning

Presidential Search Profile



CONNECTICUT STATE
COLLEGES & UNIVERSITIES

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The Opportunity

The Chancellor of the Connecticut State Colleges & Universities (CSCU) invites confidential nominations, applications, and expressions of interest for the position of President of Charter Oak State College. After serving an 18-year tenure, the current president will retire in June 2026. The successful candidate will build upon the accomplishments of the college's current leadership while guiding Charter Oak through its next phase of strategic growth, institutional evolution, and expanded impact.

Recognized by Forbes as one of America's Top Colleges in 2026, Charter Oak continues to set the standard for innovation, flexibility, and affordability in higher education. The next president will lead this dynamic institution to greater heights as it fulfills its mission to transform lives through accessible, workforce-relevant education.

This is an exceptional opportunity for an entrepreneurial leader with a true passion for expanding educational access and success. The next president must be a dynamic, collaborative, transparent, and highly visible leader who can communicate an institutional vision to internal and external stakeholders, inspire and support faculty and staff in implementing that vision, build strong partnerships, and move the college forward to achieve strategic goals.



The Position

The President of Charter Oak State College, reporting directly to the CSCU Chancellor, serves as the college's chief executive officer and provides strategic, academic, financial, and operational leadership to Connecticut's only public, fully online institution. The president will advance the mission, vision, values, and strategic priorities of Charter Oak by ensuring the delivery of high-quality, affordable, and workforce-aligned online education that meets the needs of adult learners across the state and beyond.

Grounded in the college's commitment to access, academic excellence, innovation, and student success, the president leads with a strategic focus on strengthening institutional effectiveness, expanding flexible degree pathways, and championing policies that support working professionals. Key tenets of this leadership include engagement in shared governance and collaboration; accountability and transparency; financial and operational stewardship; and a strong emphasis on strategic enrollment growth, continuous improvement, and programs aligned with evolving workforce needs.

The president is expected to be a highly visible, engaging, and future-focused leader who serves as a compelling advocate for the college at the local, state, and national levels. This leader must demonstrate the capacity to lead institutional change and move strategic initiatives forward in a dynamic environment, balancing the needs of learners with the operational and system-level realities of higher education.

Given Charter Oak's position as a fully online institution serving a diverse and predominantly working-adult population, the president must possess a sophisticated understanding of online teaching and learning, digital student support models, and the complexities of operating within a statewide higher education system. Equally important is the ability to recognize and leverage the talents, partnerships, and resources across the CSCU system and the broader community to strengthen the college's mission and expand opportunities for the learners it serves.

The president will also play an important role in advancing thoughtful collaboration around online education across CSCU, ensuring that Charter Oak's expertise strengthens and complements the efforts of other institutions and contributes to the collective success of the system.



Strategic Priorities for the Next President

Building on recent enrollment growth and the college's scalable online model, the next president will advance the following strategic priorities to further strengthen and amplify Charter Oak's impact:

- › **Reposition Charter Oak as Connecticut's Public Online College:** Advance a bold institutional repositioning that clearly defines Charter Oak as Connecticut's premier public online college. Enhance the institution's brand identity, visibility, and market differentiation while expanding awareness among learners, employers, and educational partners across Connecticut and nationally.
- › **Drive Enrollment Growth and Market Expansion:** Develop and implement a comprehensive growth and market expansion strategy that expands Charter Oak's reach to new student populations, including adult learners, transfer students, workforce learners, and out-of-state students seeking flexible online degree completion options.
- › **Expand Workforce-Aligned Education:** Prioritize programs aligned to labor-market and student demand; grow stackable credentials with embedded industry certifications; develop credit pathways for registered apprenticeships and employer-sponsored training; and strengthen employer advisory structures and outcomes tracking.
- › **Foster Engagement with Business and Community Partners:** Identify scalable opportunities to increase educational attainment and strengthen workforce development across Connecticut.
- › **Ensure Financial Sustainability and Public ROI:** Pair growth with cost-effective operations, standardized course design, and robust student success infrastructure. As scale is achieved and quality is maintained, generate surplus revenue to be reinvested by the Board of Regents into CSCU-wide priorities.
- › **Enhance Systemwide Collaboration:** Work collaboratively across CSCU to expand shared online capacity and support online learning in ways that complement institutional missions and strengthen the system's collective capacity. Charter Oak can serve as a strategic partner by sharing expertise in online program design, scalable student support, and digital learning infrastructure.
- › **Advance Excellence in Online Learning and Student Success:** Strengthen the quality and consistency of online instruction, expand proactive advising and technology-enabled student support, and use artificial intelligence and predictive analytics to continuously improve student progress and degree completion.
- › **Partner with the Charter Oak State College Foundation:** Expand access via fundraising efforts such as corporate and high-level donor engagement for scholarships and program support.

Presidential Qualifications

Charter Oak seeks a president with a distinguished record of leadership in complex organizations and a demonstrated commitment to the mission of public higher education and innovative online education. The successful candidate will meet the required qualifications and bring many, if not all, of the preferred qualifications described below.



Required Qualifications

- › Advanced degree from an accredited institution (terminal degree preferred).
- › Demonstrated progressive leadership experience in higher education or a complex organization.
- › Experience with online education, either through direct leadership of online programs or as part of an organization with significant online learning options.
- › Demonstrated experience advancing the mission of public higher education and student success, particularly for adult learners and nontraditional students, or comparable experience leading transformational initiatives.
- › Ability to satisfy Connecticut statutory residency requirements applicable to public institutional presidents.

Preferred Qualifications

Visionary and Strategic Leadership

- › Proven ability to articulate a bold, future-focused vision for an innovative, online institution.
- › Demonstrated ability to lead institutional change and transformation, including expertise in change management and the ability to guide organizations through strategic growth, innovation, and evolving higher education and workforce landscapes.
- › Experience fostering a culture of innovation, agility, and continuous improvement.
- › Demonstrated success using data-informed and/or decision-intelligence approaches to improve institutional effectiveness and advance student success.
- › Experience advancing workforce development through alignment of educational offerings, credentials, and partnerships with evolving labor market needs.

External Engagement and Partnerships

- › Strong record of building and sustaining partnerships with employers, workforce boards, government agencies, community-based organizations, and educational institutions.
- › Experience strengthening transfer and workforce pathways, particularly with community colleges and industry partners.
- › Success serving as a public advocate and representative for an institution at the local, state, or national levels.

- › Experience navigating complex public–sector and higher education environments, including engagement with governing boards, policymakers, and system leadership.

Student–Centered Focus

- › Demonstrated commitment to equitable student success, particularly for adult learners, working professionals, first–generation students, and veterans.
- › Understanding of holistic student development, including integration of academics, advising, workforce partnerships, and student support services for online learners.
- › Demonstrated success in enrollment growth, online education, workforce–aligned programming, or adult–learner markets.

Shared Governance and Collaborative Leadership

- › Demonstrated ability to work effectively with multiple stakeholders and lead within a collaborative organizational environment.
- › Experience working within shared or participatory governance and collective bargaining environments, engaging faculty, staff, students, and system–level partners in institutional decision–making.
- › Experience working within a multi–campus or state higher education system.
- › A collegial and consultative leadership style that values broad input, builds consensus, and cultivates trust.
- › Exceptional communication skills with the ability to engage diverse audiences and inspire confidence in institutional leadership and direction.

Fiscal Stewardship and Institutional Advancement

- › Demonstrated experience in overseeing budgets and sound fiscal stewardship.
- › Ability to align financial strategy and resource allocation with institutional priorities, enrollment growth, and long–term sustainability.
- › Experience supporting diversified revenue streams, including fundraising, grants, partnerships, and other external funding opportunities.
- › Capacity to balance responsible financial management with strategic investment in innovation, academic programs, and student success.
- › Ability to engage alumni, donors, policymakers, and external partners in support of the institution’s mission and long–term advancement.

About Charter Oak State College

Founded in 1973, [Charter Oak State College](#) has a proud and distinctive history of serving adult learners and working professionals through innovative, flexible, and affordable education. Accredited by the New England Commission of Higher Education (NECHE) and a member institution of the [Connecticut State Colleges and Universities \(CSCU\) system](#), Charter Oak offers a wide variety of associate, bachelor's, and master's degree programs in business, healthcare, technology, education, public safety, nursing, and social work, designed to meet the evolving needs of today's workforce. Recognized by Forbes as one of America's Top Colleges in 2026, Charter Oak continues to lead in online education, combining academic rigor with real-world relevance. Charter Oak's commitment to accessibility and student success reflects its mission to transform lives through education and empower graduates to thrive in a dynamic economy.

Mission Statement

Charter Oak State College fosters the potential of current and future working professionals by providing dynamic and industry-relevant online education to advance success in a global society through affordability, collaboration, and learning experiences that can occur inside and outside the virtual classroom.

Vision Statement

A dynamic community of online learners advancing the nation's workforce one graduate at a time.

Strategic Plan: Becoming a Premier Online Workforce College

Charter Oak State College's [2023–2028 strategic plan](#) sets the direction of the institution through Spring 2028, focusing on strengthening its role as Connecticut's leading provider of flexible, affordable, fully online education for working professionals.

- › **Strategic Direction #1: Academic Quality**
Become a model for our innovation, value, and high-quality workforce oriented online offerings by focusing on our faculty and academic programs.
- › **Strategic Direction #2: Cultivate and Improve Strategic Partnerships**
Leverage Charter Oak's inherent strengths and become recognized by our expanding list of community and workforce stakeholders as the most responsive and nimble college in Connecticut and beyond.
- › **Strategic Direction #3: Inclusive Excellence**
Create a culture dedicated to eliminating gaps in access and opportunity through policies and practices that develop a workforce more reflective of the diversity of our student population.

› **Strategic Direction #4: Growth**

Grow enrollment to produce more workforce-ready adults and assist the college in fiscal sustainability. Growth requires expanding programs to attract new students and improving the persistence rate of existing matriculants.

› **Strategic Direction #5: Student Experience and Success**

Provide continuous improvement for a high-quality digital learning experience to maximize student support and success for online learning.

Educational Philosophy and Academic Model

Since its founding as an early pioneer in distance learning, Charter Oak has championed innovative pathways that allowed learners to apply knowledge gained through life and work experiences toward a college degree. Today, Charter Oak continues that tradition of innovation, offering programs that equip students with a powerful blend of human-centered skills and technical expertise, preparing graduates to excel in both society and the modern workforce.

Looking ahead, the college is expanding its focus on AI literacy, strengthening workforce partnerships across emerging and high-demand fields, and developing new programs that respond to rapidly evolving industry needs. These efforts ensure that learners remain empowered, adaptable, and ready to thrive in a future shaped by technological transformation and opportunity.

Charter Oak State College undergraduate students can earn credits through multiple pathways, and many arrive having already accumulated significant college-level learning. With an average age of 36 years old, our students bring substantial life and professional experience, including skills such as responsible citizenship, effective collaboration, and independent work. The college's general education requirements are designed to build upon these strengths. Grounded in the liberal arts, the general education curriculum emphasizes the knowledge and competencies essential for professional success, engaged citizenship, and lifelong learning, and aligns with standards of both state and regional accrediting bodies. The college's philosophy carries over to its graduate programs as well. The graduate programs require that the students have work experience that empowers them to apply their knowledge and competencies to advance their professional growth and enhance their career trajectory.

Accelerated eight-week terms and six start dates per year help students maintain momentum, while transfer-friendly pathways facilitate students' receipt of appropriate credit for military, professional, and portfolio-based experiences. Stackable credentials and embedded industry certifications provide value throughout a student's journey, and a team-based course design model ensures quality, consistency, scalability, and accessibility.

Fast Facts

2,964 Total Students

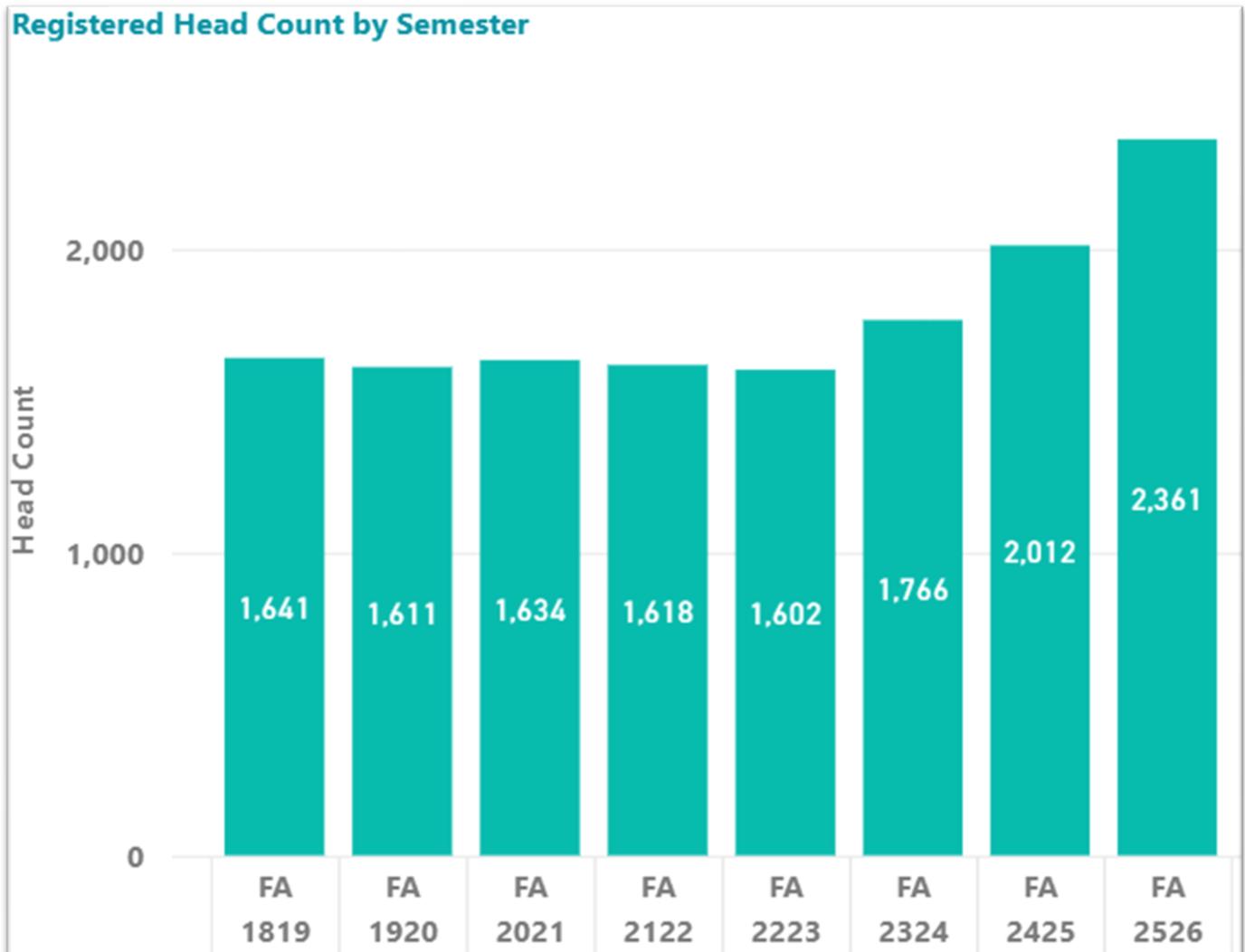
- › 2,361 Credit-Seeking
- › 603 Non-Credit Workforce

Undergraduate Students

- › 89% CT Residents
- › 67% First Generation College Students
- › 48% Awarded Pell
- › 46% Receive Institutional Need & Merit Based Aide
- › 81% Age 25 and older
- › 81% Female

Enrollment

Charter Oak has entered an exciting era of sustained enrollment momentum. Following a period of stability, the College began experiencing strong and accelerated growth, with Fall 2023 enrollments rising 10.2%. That momentum continued with an impressive 13.9% increase in Fall 2024 and a remarkable 17.3% increase in Fall 2025. In total, Charter Oak grew 47.4% between Fall 2022 and Fall 2025, clear evidence of the college's expanding reach, growing reputation, and increasing demand for its flexible, high-quality online programs.



Top Enrolling Degree Programs

✓	Governor's Workforce Council high need workforce area
^	O*NET Bright Outlook Occupations expected to grow rapidly in the next several years

Undergraduate Programs

✓		Early Childhood Education	242 Students
	^	Business Administration	225 Students
✓	^	Psychology	225 Students
✓	^	Social Work	169 Students
✓	^	Healthcare Administration	141 Students
✓		Child Studies	129 Students
✓	^	Nursing: RN/AND to BSN	127 Students
		Criminal Justice	102 Students
		General Studies	99 Students
✓		Early Childhood Education (AS)	89 Students

Graduate Programs

	^	Organizational Leadership	50 Students
✓	^	Healthcare Administration	41 Students
		Curriculum and Instruction	11 Students
✓	^	Health Data Analytics	17 Students

Workforce Innovation and Noncredit Programs

Charter Oak has established itself as a provider of noncredit, online workforce programs in the healthcare technology sector and in AI. Through the AI Academy, Charter Oak delivers an online, asynchronous program in foundational AI knowledge, prompt engineering, AI ethics, and enhanced productivity tools. Students who complete the program earn a Google AI Essentials Certificate, an industry-recognized credential valued by employers.

Affordability, Access, and Student Success

Charter Oak is deeply committed to affordability, access, and success – offering a flexible and outcomes-driven academic model that meets the needs of today’s learners and the evolving workforce. A standardized and scalable online course design ensures consistent quality across the curriculum, promoting equitable and engaging learning experiences for all. This unwavering focus on measurable results is reflected in exceptionally strong student satisfaction, approximately 96%, and the conferral of more than 19,000 degrees since the college’s founding. The college’s impact on economic mobility is further demonstrated by an analysis from the Georgetown University Center on Education and the Workforce, which found that Charter Oak, Connecticut’s only public online college, delivers an above-average return on investment, with graduates achieving a median 10-year ROI of \$230,000, significantly higher than the national average of \$149,000.

Furthermore, the college is deeply committed to serving as Connecticut’s most affordable public online pathway for working professionals, offering a flexible and cost-effective alternative to national for-profit and out-of-state institutions. This commitment is powerfully reinforced through programs that enable CT State graduates to complete their bachelor’s degree at Charter Oak with the same low tuition rate as CT State, creating one of the most affordable bachelor’s degrees in the state. The college provides a uniquely accessible and financially sustainable pathway for adult learners seeking to advance their careers while balancing work, family, and other responsibilities. Complementing these efforts, the Charter Oak State College Foundation plays an essential role in expanding access and supporting student success.

Foundation Support

The Charter Oak State College Foundation strengthens the college's mission by providing critical financial support that helps adult learners persist and complete their degrees. Established in 1977 as a nonprofit 501(c)3, the foundation advances opportunity through competitive scholarships, technology grants, crisis assistance, and awards for credit for prior learning.

Guided by an all-volunteer Board of Directors, the foundation stewards private philanthropy and secures grants that remove financial barriers through its unwavering commitment to student success. The foundation enhances Charter Oak's ability to deliver flexible, high-quality degree pathways for working adults across Connecticut and beyond.

Accreditation

Charter Oak State College is accredited by the New England Commission of Higher Education (NECHE). Selected programs hold additional specialized programmatic accreditation and approvals, and are noted below:

- › CAHIIM – The Commission on Accreditation for Health Informatics and Information Management Education
- › CCNE – Commission on Collegiate Nursing Education
- › NAEYC – National Association for the Education of Young Children
- › NCRA – National Cancer Registrars Association
- › Six Sigma – Council for Six Sigma Certification

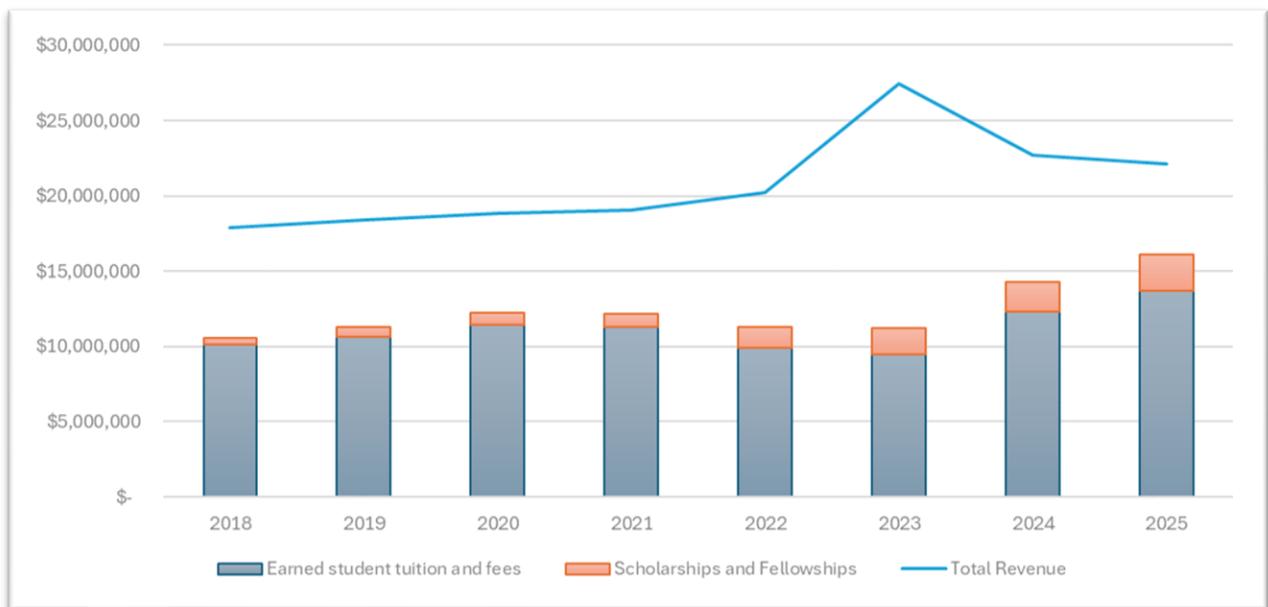


Financial Summary

Charter Oak State College’s financial profile reflects the operations of a public, fully online institution focused on providing affordable access to higher education in Connecticut and beyond. Like many public colleges, Charter Oak’s financial position is shaped by a mix of tuition revenue, state support, grants, and other operating resources, balanced against the costs required to deliver academic programs, student support services, technology, and institutional operations.

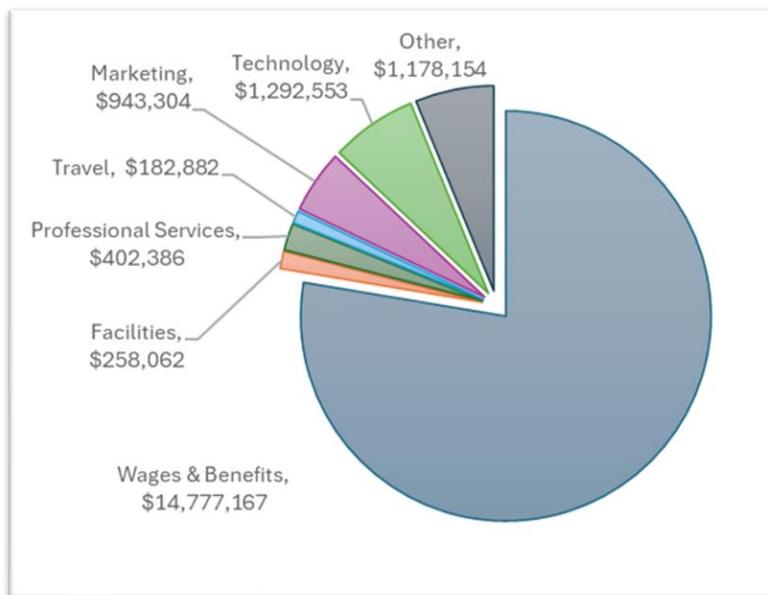
Strong Revenue Trends

Tuition and fee revenue remains Charter Oak’s primary source of operating funds, representing 80% of the college’s total revenue. With the college’s strong enrollment gains, tuition revenue and institutional aid have grown. The college has been diligent about not letting institutional aid outpace net tuition revenue; in other words, Charter Oak has maintained discipline around tuition discounting (as the college already maintains a competitive advantage regarding its price point). The figure below demonstrates a combined 52% increase in tuition revenue between 2018 and 2025. The trend line represents overall revenue growth and highlights the ARPA funding received between 2022–2025.



Profile of Expenditures

Charter Oak's expense profile is primarily driven by wages and benefits, reflecting the people-centered nature of the institution's operations and its investment in faculty, staff, and student support. Beyond personnel costs, expenses are concentrated in several key operational areas, including technology, marketing, and general institutional needs, with more modest spending on professional services, facilities, and travel. The chart below representing the college's 2025 annual expenditures shows how the college's resources were directed first toward maintaining its workforce and core operations, while also supporting the infrastructure and outreach necessary to serve students effectively in an online environment.



Looking Ahead Financially

Charter Oak State College has worked deliberately to strengthen its reserve position over time, creating a more stable financial foundation for the institution's future. The college will be increasingly well positioned to make strategic self-investments in areas such as academic innovation, student support, and technology without relying solely on external funding. This growing financial flexibility will help Charter Oak respond more effectively to emerging opportunities and challenges while advancing its mission.

About CSCU and Governance

[CSCU \(Connecticut State Colleges and Universities\)](#) is a system of six public institutions: four regional public universities (Central Connecticut State University, Eastern Connecticut State University, Southern Connecticut State University, Western Connecticut State University); Connecticut State Community College, operating across 12 main campuses; and Charter Oak State College, the system's fully online public and adult-serving institution. Together, CSCU offers short-term training, associate, bachelor's, graduate, and doctoral degree programs, online and on-ground modalities, and educational access at 17 main campuses and additional satellite locations across Connecticut. CSCU serves approximately 100,000 learners annually, representing the largest share of college students in Connecticut, with over 90% of students from Connecticut and over 80% of graduates living and working in Connecticut. CSCU is a majority-minority student body reflecting Connecticut's diverse population, is the workforce engine for Connecticut, adding billions annually to the state's economy, and is the largest public higher education system in New England.

As part of CSCU, each institution operates within an integrated governance and leadership structure. The president of each CSCU institution, including the President of Charter Oak State College, serves as the institution's chief executive officer and reports directly to the CSCU Chancellor. Through this reporting relationship, the chancellor provides system-level oversight, ensures alignment with Board of Regents policies, and supports the institution's mission, strategic direction, state and federal government relations, and operational effectiveness.

The 23-member [Board of Regents](#) (15 of the regents are gubernatorially and legislatively appointed, who are voting members) serves as the governing authority for the CSCU System and its institutions. The board establishes system-wide tuition and student-fee policies; establishes financial-aid guidelines; oversees program licensure and accreditation; and collaborates with stakeholders to select campus presidents with the CSCU Chancellor. The board also holds broad responsibility for shaping and coordinating statewide higher education policy.

Chancellor Dr. O. John Maduko, appointed Interim Chancellor of the CSCU System by the Board of Regents on June 26, 2025, provides strategic leadership across all six CSCU institutions. Prior to his appointment, Dr. Maduko served as the inaugural President of Connecticut State Community College, where he led the largest higher education institution in Connecticut, the largest community college in New England, and one of the largest community colleges in the country.

Under this leadership model, the next President of Charter Oak State College will work closely with Chancellor Maduko to advance the system priorities, contribute to CSCU's statewide mission, and guide Charter Oak's continued evolution as Connecticut's premier online institution.

About Connecticut

Connecticut, home to 169 cities and towns, offers a dynamic blend of economic opportunity, cultural richness, and exceptional quality of life. Consistently ranked among the nation's top states for education, Connecticut is home to a strong network of public and private colleges and universities that prepare students to contribute to a highly skilled workforce. The state's diverse economy includes advanced manufacturing, financial services, healthcare, bioscience, and technology sectors, creating strong demand for flexible and innovative educational pathways for students.

Charter Oak State College is based in New Britain, a vibrant and centrally located city known for its strong sense of community and history as an industrial and manufacturing hub. Located in the heart of Connecticut, New Britain provides convenient access to the state's major economic centers, including Hartford and New Haven, as well as the broader New York and Boston metropolitan regions.

Connecticut offers an exceptional quality of life, with vibrant communities, outstanding schools, and easy access to both urban amenities and natural beauty. Residents enjoy scenic state parks, shoreline beaches, and world-class cultural attractions such as the Mark Twain House, the Wadsworth Atheneum Museum of Art, and Mystic Seaport. With its strong communities, economic vitality, and central location in the Northeast, Connecticut is an attractive place to live and work and provides an ideal environment for institutions like Charter Oak State College to support learners and strengthen the state's workforce and civic life.



Compensation

Competitive and commensurate with qualifications and experience.

Application and Nomination Process

Greenwood Asher & Associates® is assisting Connecticut State Colleges and Universities in this search. Applications and nominations are now being accepted. Initial screening of applications will begin immediately and will continue until an appointment is made. The search will be conducted with a commitment to confidentiality for candidates until finalists are selected.

To ensure full consideration, applications and nominations should be provided by **April 17, 2026**. We strongly encourage submitting application materials as PDF attachments.

Application materials should include:

- › Letter of interest that clearly states the applicant's qualifications for the position
- › Current résumé/curriculum vitae

Please submit full application packets [here](#).

Nominations and confidential inquiries can be sent to:

Jim Johnsen, Vice President of Executive Search

jimjohnsen@greenwoodsearch.com

Kyle Pybus-Jerome, Senior Executive Search Consultant

kylepybusjerome@greenwoodsearch.com

The materials presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Charter Oak State College 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.

