

# SEARCH PROFILE:

VICE PRESIDENT FOR STUDENT AFFAIRS



**CENTRAL**  
**CONNECTICUT**  
**STATE UNIVERSITY**

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## THE FUTURE OF STUDENT LIFE AT CENTRAL

Central Connecticut State University (Central) invites visionary leaders to apply for the role of **Vice President of Student Affairs**, a transformative opportunity to guide and elevate the student experience across our vibrant campus. This executive position offers the chance to lead a dynamic division dedicated to student success, personal development, and community engagement.

The selected candidate will serve as a strategic architect of student life, overseeing key departments including **Student Rights and Responsibilities, Student Wellness Services, Accessibility Services, Veterans Affairs, Campus Recreation, the Student Center, and Student Activities and Leadership Development**. With a focus on holistic development, the Vice President will champion initiatives that foster student success, well-being, and leadership among Central's student body.

This role offers a unique opportunity to collaborate across the university, working closely with Academic Affairs, Campus and Community Engagement, and other divisions to create integrated strategies that enhance recruitment, retention, and student achievement. The Vice President will play a pivotal role in shaping the future of Student Affairs—strengthening its foundation, expanding its reach, and aligning its mission with the evolving needs of our students.

We seek a candidate with a bold vision and proven leadership experience who can inspire teams, build partnerships, and drive innovation. If you are passionate about student advocacy and ready to make a lasting impact, Central welcomes your application.



## LEADERSHIP

**Dr. Zulma R. Toro, Ph.D.**, began her service as the President of Central Connecticut State University in January 2017. Her presidency marks two milestones for Central; She is the university's first female president and its first Hispanic chief executive.

Dr. Toro holds a Ph.D. in Industrial and Systems Engineering from the Georgia Institute of Technology. She says she became an industrial engineer to better understand the human side of systems—a perspective she considers integral to good leadership. That approach has contributed to Dr. Toro's long record of student, faculty, and staff success, and it informs her deep commitment to opportunities for all in education.

Dr. Toro's body of scholarship reflects her passion for higher education and includes in-depth studies of the needs of under-represented students who are pursuing careers in engineering and other STEM fields. She has written and lectured extensively on the necessity of preparing more women for science and technology-based work and continues to advocate for better support of women in STEM and academia.

Before joining the Central family, Dr. Toro served as the executive vice chancellor and provost at the University of Arkansas, Little Rock; dean of the College of Engineering at Wichita State University, Kansas; Dean of the School of Engineering and Applied Science at the University of New Haven; and the Chancellor of the University of Puerto Rico at Mayaguez.



## THE UNIVERSITY

Founded in 1849 as New Britain Normal School, Central was the first public institution of higher education in Connecticut and the sixth normal school in the nation. It was first located in what was to be New Britain's new Town Hall, which was still under construction, and which was modified and expanded to meet the needs of the school. Over the decades, the school's needs surpassed its physical space, so in 1883 it moved to a new facility, jointly funded by the town and the State of Connecticut, overlooking Walnut Hill Park. In 1922, the school moved to its current location. In 1933, it was renamed the Teachers College of Connecticut and authorized to grant baccalaureate degrees. In 1959, it



became Central Connecticut State College, and in 1983, the college became Central Connecticut State University, a comprehensive regional university authorized to grant baccalaureate and graduate degrees. Since then, Central's campus has grown dramatically, and its curriculum includes baccalaureate, master's, and doctoral degrees. However, it is still an integral part of New Britain and the greater Hartford area and is a crown jewel of Connecticut public higher education.

## CONNECTICUT STATE COLLEGES AND UNIVERSITIES

Central is part of the 6-member Connecticut State Colleges and Universities (CSCU) system governed by the Connecticut Board of Regents for Higher Education. The system includes four regional comprehensive universities, the CT State Community College, and Charter Oak State College (an online institution). As one of four CSCU universities, Central maintains strong relations with its system peers.

The president of each university serves as the institution's chief executive officer and is accountable to the CSCU Board through a direct reporting relationship to CSCU

System Interim Chancellor Dr. O. John Maduko, for the management of the university within Board policy. The 23-member Board of Regents (15 voting members) is the governing authority of the CSCU system; its responsibilities include setting statewide tuition and student fee policies; establishing financial aid policies; reviewing, licensing, and accrediting academic programs; and, in collaboration with institutional stakeholders, conducting searches for and selecting campus presidents and the CSCU Chancellor. The Board also holds broad responsibilities for the development and coordination of statewide higher education policy.

## CENTRAL CONNECTICUT STATE UNIVERSITY TODAY

The largest of Connecticut's regional comprehensive universities, Central enrolls approximately 11,270 students. Roughly 30 percent are enrolled part-time, and 40 percent are students from minoritized groups, the largest being Hispanic. Ninety-five percent of the students are from Connecticut. Central can accommodate approximately 2,400 students in the residence halls. In Fall 2024, 30 percent of all undergraduates lived on campus. The percentage of first-time, full-time students who are first generation students in higher education has been increasing and now exceeds 50 percent.

A longstanding strength of Central is its faculty. Partnered with more than 400 full-time faculty are about 500 part-time colleagues, many of whom are practitioners in their fields and who add a breadth and depth of experience to the classroom. Central faculty members are actively engaged in research, scholarship, and other creative activities as well as the supervision of undergraduate and graduate research. At the same time, a sustained primary

commitment to personalized teaching and learning permeates the campus. Many faculty members oversee internships, undergraduate research, graduate and undergraduate theses, special projects, and independent studies, and conduct faculty-led, short-term study/travel courses. Most also serve as academic advisors. A 13:1 student-faculty ratio allows for substantial individual attention.

Consequently, Central provides the diversity of educational opportunities generally found only at larger institutions with the close student-faculty relations found at the best private colleges. Central also has more than 630 full-time and part-time administrative staff, all of whom are true partners in the educational enterprise at Central. A strong network of collective bargaining units represents nearly every constituent group of Central's faculty and staff. A collective commitment to shared governance unites faculty and staff and is a hallmark of the University.





## THE SCHOOLS

Central's schools and colleges – the Carol A. Ammon College of Liberal Arts and Social Sciences; the School of Business, the School of Education; the School of Engineering, Science, and Technology; and the new College of Health and Rehabilitation Sciences; offer 148 programs with 103 unique disciplines across all levels. All undergraduates share a common general education curriculum.

Because of this, education in the liberal arts and sciences permeates and defines Central's academic programs. The University also offers graduate degrees in over 70 academic programs in 54 different disciplines, including doctoral degrees in educational leadership and nurse anesthesia practice.

Central offers a broad array of online courses at the undergraduate and graduate level. Accredited by the New England Commission of Higher Education, the University completed its decennial reaffirmation process in the fall of 2018. As of Fall 2023, nearly 50 percent of Central's academic programs were accredited by an external accrediting body such as ABET or the Council for the Accreditation of Educator Preparation (CAEP).

Academic Affairs is comprised of the following schools/colleges:

**Carol A. Ammon College of Liberal Arts and Social Sciences**, named in honor of Central alumna Carol A. Ammon, Class of 1973, offers undergraduate and graduate degrees in the fine arts, humanities, social sciences, and behavioral sciences. Its faculty bears the major responsibility for teaching the general education curriculum.

**School of Business** offers undergraduate majors in accounting, finance, management, management information systems, marketing, and business analytics as well as an MBA, a master's in accounting, and stackable Official Certificate Programs at the graduate level. It is AACSB accredited, meeting the highest quality standards for business programs worldwide.

**School of Education** offers undergraduate teacher certification programs across various subject areas in both secondary and elementary education, as well as two undergraduate degrees: Early Childhood Studies

and Infant/Toddler Mental Health, BS and Elementary Education, BS. Among the school's graduate offerings are degree programs in curriculum and instruction; educational leadership and instructional technology; literacy, elementary, and early childhood education; Master of Arts in teaching; special education and interventions; and a doctoral program in Educational Leadership. Post baccalaureate teacher licensure certification programs are also offered. The school is accredited by the Council for Accreditation of Educator Preparation and has held this accreditation longer than any other institution in the state.

**School of Engineering, Science, and Technology** offers undergraduate and graduate degrees and certificates in engineering and engineering technology (civil, computer, electrical, manufacturing, mechanical, robotics/ mechatronic, and software), life and physical sciences (biochemistry, biology, biomolecular sciences, chemistry, earth sciences, and physics), technology (computer science, computer information, cybersecurity, electronics, graphics, and networking), manufacturing (construction management, environmental health and safety, supply chain, manufacturing management, and technology management), data science, mathematics, and technology and engineering education.

**College of Health and Rehabilitation** offers health-related programs including undergraduate degrees in nursing, social work, and exercise science; master's degrees in athletic training, counselor education, marriage & family therapy, nursing education and hospice and palliative care; post-master's certificate in professional counseling; and a Doctor of Nurse Anesthesia Practice. The Community Health Education Clinic within the College provides a variety of supervised free health education and screening services to the community.

**Graduate Studies** serves as the organizational hub for Central's many graduate programs. An Associate Vice President for Academic Affairs works collaboratively with the provost, deans, department chairs, and faculty to develop, promote, and administer the University's expanding range of graduate offerings and accelerated bachelor's to master's pathways.

## OUR STUDENTS

Central Connecticut State University is home to a vibrant and diverse student body. With an enrollment of approximately 11,265 students, including 9,463 undergraduates and 1,802 graduate students, Central reflects a dynamic mix of backgrounds and experiences.

Central maintains a student-to-faculty ratio of 14:1, ensuring personalized attention and meaningful engagement between students and faculty. The average class size is 19, fostering an intimate learning environment that supports academic success and collaborative learning. Beyond the classroom, Central offers a wide array of opportunities for students to engage, lead, and thrive. The university supports over 120 student clubs and organizations, including a robust Student Government Association that empowers students to shape campus policies and initiatives. Students can broaden their horizons through Global Engagement and International Studies programs, which reflect Central's commitment to cross-cultural learning and global citizenship.

The Student Wellness Center provides comprehensive health and counseling services, promoting holistic well-being and resilience. The Wellness Center offers medical care to both full-time and part-time enrolled students regardless of whether they live on campus or commute. We have a dedicated team of healthcare professionals that aim to ensure that students receive the necessary support for their physical and emotional well-being.

With access to Campus Recreation programs, a state-of-the-art athletic center, intramural sports, and club teams that cater to a wide range of interests and skill levels, our students have an immeasurable opportunity to participate in a wide array of fitness activities. Central is also proud to compete at the highest level of collegiate athletics as a member of NCAA Division I, offering students the chance to support or participate in elite sports programs that foster school spirit and community pride.

Central Connecticut State University is home to cutting-edge facilities that reflect its commitment to innovation and student engagement. The newly opened Applied Innovation Hub, a 93,000-square-foot academic facility, serves as the centerpiece of the School of Engineering, Science, and Technology. It features state-of-the-art laboratories in robotics, mechatronics, cybersecurity, and material science, as well as collaborative spaces designed to foster interdisciplinary learning and project-based exploration. Within this hub, the university houses Connecticut's first XR Lab, offering immersive virtual, augmented, and mixed-reality experiences for education, training, and research



across disciplines such as nursing, music, digital design, and history. These experiences are enhanced by integrated Artificial Intelligence (AI) tools that provide real-time feedback and simulation capabilities. The university's commitment to emerging technologies is further exemplified by its plans for a \$150 million new science building, which aims to position Central and the region as a national leader in innovation and workforce development. These facilities provide transformative opportunities for students and faculty alike, and the Vice President of Student Affairs will play a key role in ensuring these resources are leveraged to enrich the student experience and support academic and career success.

The Vice President of Student Affairs will find a campus community that is deeply committed to student development and engagement. This role offers a unique opportunity to lead and collaborate across divisions—including Academic Affairs and Campus and Community Engagement—to enhance recruitment and retention, strengthen the Student Affairs division, and ensure that every student at Central has the opportunity to succeed and belong.



## STUDENT SUPPORT SERVICES

Central Connecticut State University is deeply committed to fostering student success through a comprehensive network of support services that address academic, personal, and professional development. As Connecticut's first publicly funded institution of higher education, Central has built a legacy of excellence and accessibility, offering students a high-quality education at an affordable price for over 175 years.

Our student support ecosystem is designed to meet the varied needs of our student body. Central has earned national recognition as a First-Gen Forward Institution, reflecting its dedication to removing academic, social, and economic barriers. Signature programs such as, the Educational Opportunity Program, First-Year Connected, and Success Central provide mentorship, wellness resources, and academic support for those students who need it. Maria's Place provides the Central community with donated, non-perishable items to ensure that Central students, faculty, and staff can acquire the necessary items to fulfill basic needs. Central also offers Living Learning Communities designed for students living on campus who share a common academic focus or personal interest.

In addition to academic advising and tutoring, Central offers robust career development services including career coaching, resume workshops, professional headshots, and access to a Career Closet. Students benefit from hands-on learning opportunities across more than 150 academic programs and enjoy access to nine safe and comfortable residence halls, free parking and Wi-Fi, and vibrant campus life with over 140 student clubs and organizations.

## CAMPUS AND COMMUNITY ENGAGEMENT

Central is deeply committed to providing experiential and transformative learning opportunities for all of our students. The Office of Campus and Community Engagement serves as a hub for programs that connect students, faculty, and staff with the broader community through service, advocacy, and collaboration. This hub plays a pivotal role in integrating teaching, research, and service. It facilitates internships, volunteer placements, and service-learning projects that allow students to apply classroom knowledge to real-world challenges. Faculty are supported in developing community-focused curricula and research initiatives, reinforcing Central's designation as a Carnegie Foundation Community Engagement Institution.

Central's engagement ethos is also reflected in its academic culture. With a low student-to-faculty ratio and a strong emphasis on mentorship, students are encouraged to pursue independent research and present their work at national conferences. The university's annual Research Day and travel support programs underscore its dedication to scholarly excellence and public impact. These initiatives are part of a broader strategy to create a campus environment that is deeply connected to the needs of Connecticut's communities.

The Office of Campus and Community Engagement brings together multiple units on campus who work collaboratively with and for both the campus and larger community. The office positions the university as a leader in higher education by preparing students to become informed, empathetic, and active participants in the larger society by engaging in workforce development, thoughtful leadership, and mutually beneficial relationships with our community.





## ENROLLMENT

Central is in a competitive admissions environment. Central's enrollment challenges are similar to other master's level institutions in the area actively competing for recent high school graduates in a geographical area where high school enrollment is expected to decrease significantly by 2030. However, in Fall 2025, Central welcomed its largest incoming class of first-year students in more than three decades.

Central has devoted its attention to increasing retention and graduations rates. The first-year retention rate

for the Fall 2024 cohort returning in Fall 2025 was 75.6%. The 6-year graduation rate continues to feel the lingering impact of the pandemic with a preliminary rate of 50%. The University awards \$100 million in institutional financial aid to students each year. During the past ten years, institutional aid has increased both in terms of the amount given and the number of students who receive it.

## THE CAMPUS

Central's 165-acre main campus, with over 70 buildings, sits on the northern edge of New Britain, with easy access to major highways and Interstate 84. Central continues to implement its campus master plan and make improvements across its campus and within its facilities. The University completed its final phase of the State of Connecticut's CSUS 2020 capital improvement program, the largest such program ever undertaken in its 170+ year history. The University continues to support its core mission and student needs while retaining and enhancing an aesthetically pleasing environment.

In 2019, the University opened the 70,000 square foot, 25 million C.J. Huang Recreation Center and the \$63 million renovation and expansion of Willard- DiLoreto Hall. In January of 2022, the University completed a \$22 million renovation and expansion of Barnard Hall and the construction of the 93,000 square foot, \$65 million Applied Innovation Hub.

The new 600-space Willard-DiLoreto Parking Garage opened in 2022. In 2024, The University debuted its XR Lab, the first of its kind in the State of Connecticut, which is used across multiple academic disciplines specializing in the use of virtual and augmented applications.

Central marked its 175th anniversary year in 2024, as the state's first publicly funded institution for higher education. During the year-long campaign, Central held a series of ribbon cuttings, including an event to welcome the campus community to the Artificial Intelligence (AI) Corridor. Located in the Vance

Academic Center, the 5,000-square-foot space includes three new classrooms with large-screen displays, an AI research room with an isolated AI server, meeting space, robot dogs, and a display that will be occupied by an autonomous synthetic human. The autonomous human project is part of the university's partnership with Holovisn and Synth Studios to develop the nation's first holographic synthetic human in a higher education institution.

A few months later, the university hosted a ribbon cutting for the Cybersecurity Hall. Home to two new 845 square-foot classrooms equipped with 98-inch wall displays, whiteboards, and computers for teaching the new Cybersecurity program. In addition to the new classrooms and features are two renovated conference rooms for meetings with academic and industry partners to review cutting-edge technologies and procedures with student and faculty groups related to Cybersecurity. The Cybersecurity Hall is situated on the first floor of Maria Sanford Hall. The space was renovated over the summer and includes new doors, flooring, ceilings, and a new HVAC system. In late 2023, Central Connecticut State University was named a National Center of Academic Excellence in Cyber Defense by the National Security Agency.

In total, these projects represent an impressive investment by the State of Connecticut in Central's future and a major transformation of the campus. The University continues to plan for and make significant upgrades and improvements to its buildings and infrastructure.

## FINANCES AND FUNDRAISING

Central's commitment to fiscal responsibility, resource allocation, and the revision of its strategic plan leaves it well positioned for the future. It has ended the past several years with operating budget surpluses. The CCSU Foundation assets are approximately \$109 million as of August 31, 2025, the largest of Connecticut's regional comprehensive universities. In-state tuition and mandatory fees for 2024- 2025 total \$13,050; room and board are \$26,136.

The institutional advancement effort at Central is well established with an engaged Foundation Board. The top fundraising priority for the University has been the growth of the endowment, which has steadily increased with each year featuring an increased giving target goal. Its success has enabled the Foundation to increase its annual scholarship support to students to over \$2.8 million.

Central has 106,382 living alumni, 74 percent of whom live in Connecticut. The leadership of Institutional Advancement's Alumni Relations department, in partnership with the Alumni Association Board, reflects the strong commitment and pride of Central's alumni.





## NEW BRITAIN

Located nine miles southwest of Hartford, New Britain is a town of some 70,000. Part of the Greater Hartford area of 1.2 million residents, New Britain is centrally located in the state and is within easy reach of much of Connecticut and several of the metropolitan areas in the region.

New Britain's population is characterized by a high degree of racial and ethnic diversity. Known as "Little Poland," 17 percent of its population are of Polish background. New Britain is also 3 percent Asian, 13 percent Black/African American, 41 percent Hispanic, and 42 percent White, non-Hispanic. Hartford, a city of some 120,000, is 3 percent Asian, 37 percent Black/ African American, 45 percent Hispanic/Latino, and 15 percent White, non-Hispanic.

New Britain is the home of the New Britain Symphony, founded by Central faculty members and first conducted by Central's Dr. Etzel Willhoit. It is also home to the New Britain Museum of American Art, the Connecticut Virtuosi Chamber Orchestra, the Connecticut Theatre Company and the Hole in the Wall Theatre. Charter Oak State College, the online branch of the CSCU system, is also located in New Britain.

Often known as "Hardware City," New Britain is the home of Stanley Black & Decker. The largest employer in New Britain is the Hospital of Central Connecticut. Other major employers are the State of Connecticut, the City of New Britain, the Hospital for Special Care, and Tilcon Connecticut. In 2015, New Britain acquired the Bees,

an unaffiliated professional minor league baseball team in the Atlantic League until 2020 and now an American collegiate summer baseball team in the Futures Collegiate Baseball League.

In addition to its proximity to Hartford, New Britain is 40 minutes from Springfield, Massachusetts, two hours from Boston, and two hours from New York City. It is also part of the Hartford-Springfield "Knowledge Corridor" and therefore within easy driving distance of a host of private and public institutions of higher education and many cultural opportunities. The CTfastrak bus rapid transit system, begun in March 2015, offers frequent connections between New Britain and Hartford and points as far west as Waterbury.

The larger region provides excellent opportunities for Central to partner with major corporations and organizations. It currently has close ties with: Travelers, Pratt & Whitney, Cohn Reznick, GKN Aerospace, Stanley Black and Decker, The Hartford, UTC Aerospace Systems, Otis Elevator Company, Sikorsky, General Dynamics, Electric Boat, Parker Hannifin, and the Kaman Corporation.





# QUALIFICATIONS

The successful candidate will have the credentials, competencies, and disposition necessary to provide leadership and guidance in implementing all aspects of student life. Additionally, the successful candidate should have demonstrated experience in strategic leadership for the student affairs division, (e.g., manages university campus life services, ensuring implementation and adherence to the Student Code of Conduct, provide guidance and oversight to student-led and run clubs and organizations and oversee a division-wide budget ensuring efficient allocation, fiscal responsibility within a unionized environment. The ideal candidate will possess excellent communication and interpersonal skills, have demonstrated the ability to work collaboratively with faculty, students, staff, other administrators, and community members; a commitment to academic excellence and accountability; an ability to work with faculty to continue to develop, articulate, and implement a constructive and workable vision for the Office of Student Affairs.

## MINIMUM QUALIFICATIONS

- An advanced degree from an accredited institution (Master's degree required).
- Seven (7) years of experience in Student personnel administration.
- Demonstrated history of working effectively with students, including First-generation students, international students, and students with disabilities; experience working with commuters, adults, or non-traditional student populations is strongly preferred.
- Demonstrated record of accomplishment as a student advocate/champion of student development and developing specific student engagement strategies.
- Demonstrated success with retention and student persistence initiatives.

- Demonstrated success working in a unionized environment with multiple collective bargaining agreements.
- The ability to function as a team member in a fluid environment and the ability to develop productive working relationships and build consensus around new initiatives.
- The ability to think, act, and lead strategically with advanced skills in prioritizing, organizing and delegating complex tasks.
- Comprehension of student services processes and of process improvement possibilities.
- Experience providing or overseeing provision of mental health and crisis intervention services to students.
- Strong written and oral communication and interpersonal skills including the ability to relate and work collegially, constructively, and effectively with a variety of stakeholders, groups and individuals, as well as the ability to work independently.

## PREFERRED QUALIFICATIONS

- An advanced degree from an accredited institution (PhD, PsyD or EdD).
- Familiarity with public higher education and local, regional, state, and federal regulations and guidelines.
- Student-centered; able to connect with students and understand their evolving educational needs and aspirations, especially students from marginalized groups.







## APPLICATION AND NOMINATION PROCESS

Applications should consist of a substantive cover letter addressing the qualifications and expectations listed above, curriculum vitae, and a list of three professional references with full contact information and a note indicating the nature of your working relationship with each.

Incomplete or late applications will not be considered. Emailed or mailed applications will not be accepted. Please redact any personally identifiable information (i.e., Social Security number, date of birth, marital status, country of origin) from any documents submitted.

Inquiries may be sent to Attorney Stacy Votto, Search Committee Chair, at [stacy.votto@ccsu.edu](mailto:stacy.votto@ccsu.edu).

The Vice President for Student Affairs is compensated at the Executive 3 salary level in accordance with CCSU Human Resources Policies for Management and Confidential Professional Personnel. For more information, please visit [Management & Confidential Policies](#).

Applications will be accepted through **November 25, 2025**. Please click [here](#) to begin the application process and select the "Apply" button to electronically submit your documents.

As an affirmative action employer, Central Connecticut State University actively seeks and encourages applications from women, minorities, persons with disabilities, and individuals with protected veteran status. The University provides reasonable accommodations to qualified individuals with disabilities upon request.

