THE SEARCH

Dartmouth College, an elite teaching and research institution, seeks a distinguished academic and administrative leader as provost. As the chief academic and budget officer, the provost will partner with President Philip Hanlon to advance bold, strategic initiatives that will further strengthen Dartmouth’s reputation for academic excellence. This is an exceptional opportunity for a skilled and dynamic individual to join the College as it approaches the 250th anniversary of its founding and reaffirms its commitment to scholarship and teaching at the highest levels.

Founded in 1769 and located in bucolic Hanover, N.H., Dartmouth remains committed to offering a comprehensive liberal arts education and graduate programs in medicine, business, the sciences, and engineering. A founding member of the Ivy League with a rich scholarly tradition, Dartmouth is consistently counted among the country’s finest research institutions. It educates 4,200 undergraduates and 1,950 graduate students in the Arts & Sciences, the School of Graduate and Advanced Studies, and three outstanding professional schools: the Geisel School of Medicine, the Thayer School of Engineering, and the Tuck School of Business.

The provost serves as the president’s chief deputy and, as the College’s chief academic officer, is responsible for the academic integrity of the institution; for all programs and administrative offices related to student life; and, in consultation with faculty, officers, and the board of trustees, for long-range and strategic planning and new initiatives. The provost also operates as the chief budget officer, ensuring resource allocation is aligned with Dartmouth’s mission and strategic priorities. The provost serves in a leadership role, in consultation with the deans of the major academic units, as well as the leaders of numerous centers, programs, and institutes, to facilitate cross-disciplinary activity and foster innovation in teaching and research. In addition to an outstanding record of scholarly achievement, the successful candidate will bring a deep interest in shaping the future of higher education through innovative, collaborative, and wise leadership and responsible and strategic budget oversight.

The executive search firm of Witt/Kieffer has been retained to assist the search committee. All inquiries, nominations, and applications should be directed to the firm, as indicated at the end of this document.
THE INSTITUTION

Dartmouth’s profile is unique in higher education in combining the energy, activity, ambitions, and resources of a major research institution with an unparalleled dedication to undergraduate education. In U.S. News & World Report’s “Best Colleges 2018,” Dartmouth tied for the rank of No. 11 among national universities and claimed the No. 2 spot for faculty commitment to undergraduate teaching. With its graduate and professional schools and an unqualified commitment to research, Dartmouth is a university, while, in size, temperament, and commitment to teaching, it remains a liberal arts college.

Dartmouth attracts outstanding faculty from around the world and ranks among the highest in the country in per capita research funding. There are 930 faculty members across the institution, 602 of whom are tenured or on the tenure track. In fiscal year 2016, Dartmouth attracted $220 million in research funding. The citation indices for all faculty members and the sponsored research productivity of the science and engineering faculty compare favorably with the very best private and public research universities.

The College’s redesigned undergraduate enrollment division has gained momentum over the past year and positioned Dartmouth’s applicant pool for significant growth. With a new team, new recruitment and enrollment strategies, and a major investment in admissions infrastructure, the enrollment division is capitalizing on Dartmouth’s distinctive strengths. The enrollment cycle for the Class of 2021 was one of the most successful in the College’s history, with a 10.4 percent admit rate and a 58 percent yield on offers of admission. The enrolling class is remarkably talented and diverse. Of those whose high schools ranked their students, 40 percent of the Class of 2021 were valedictorians or salutatorians; 93 percent were ranked in the top 10 percent. Mean SAT scores were 1478 out of 1600. The enrolling class is close to evenly divided between men and women, and 48 percent identify as students of color or international students. Dartmouth is need-blind for U.S. citizens, permanent residents, and undocumented students, and is committed to the principles of access and affordability. Thirteen percent of students in the Class of 2021 are in the first generation in their families to attend college. Fifteen percent qualify for Pell grants, and the overall proportion of low-income students in the first-year class is 18 percent, including international and undocumented students. The College guarantees meeting 100 percent of all enrolling students’ demonstrated need through their undergraduate years. Nearly 50 percent of the student body received a total of almost $100 million in need-based scholarships in fiscal year 2018.

Since 1885, graduate and advanced studies at Dartmouth has combined world-class research facilities with an outstanding faculty. The new School of Graduate and Advanced Studies facilitates innovation, supports collaboration, and offers graduate programs that blend research opportunities and individualized education. Today, the School awards all PhD, MS, and MA degrees at Dartmouth across a broad range of programs, including several interdisciplinary and doctoral programs connected to the professional schools at Dartmouth.

The Geisel School of Medicine is the nation’s fourth-oldest medical school, includes clinical and basic science departments, and draws on the resources of Dartmouth College and its affiliated teaching hospitals. In addition to the MD degree, the Geisel School offers graduate education in the biomedical sciences, public health, and health care delivery science. One of the oldest professional schools of engineering in the country, the Thayer School of Engineering features a single unified department of engineering sciences. Founded in 1900 as the first graduate school of management, the Tuck School of Business at Dartmouth has long been recognized among the leading business schools in the world. The School of Graduate and Advanced Studies supports postdoctoral and predoctoral fellows across diverse
disciplines and interdisciplinary programs, including the Society of Fellows initiated in 2014 and the Chávez, Eastman, and Marshall fellowships to promote student and faculty diversity.

A year-round academic calendar and a flexible enrollment plan provide unparalleled opportunities for study abroad and off-campus experiences. More than 50 percent of undergraduates participate in one or more of the 40-plus Dartmouth-run foreign study or language study abroad programs. Many Dartmouth undergraduate, graduate, and professional students conduct research on global topics, while others integrate international study into their disciplinary focus. Credit-granting exchange programs available to graduate students include the Geisel School of Medicine’s clinical electives in Vietnam and Tanzania, the Thayer School of Engineering’s exchange programs in Thailand and Hong Kong, the Tuck School of Business’ many options within the curriculum, and the Masters of Arts in Liberal Studies program’s Oxford Summer Exchange.

Dartmouth expects a modest deficit on its 2018 operating budget of approximately $999 million in operating revenues and expenses. As of June 30, 2017, the endowment was valued at almost $5 billion, and the endowment distribution rate is approximately 5 percent of the beginning-of-year endowment value. The endowment per student is $721,000, the fourth highest in the Ivy League. Dartmouth’s credit rating is AA+/Aa1 by Moody’s and Standard & Poor’s.

Dartmouth is fortunate to have a loyal and committed staff. The Hanover area is a wonderful place for families, and Dartmouth has attracted a talented, creative, and effective team that runs the institution. The College currently employs 3,335 full-time and 358 part-time staff members. Dartmouth-Hitchcock Medical Center, the state’s only academic medical center, is located nearby.

Among Dartmouth’s greatest assets is its picturesque campus anchored by Baker-Berry Library at the foot of the Green. The central campus consists of 237 acres and includes more than 6.5 million gross square feet in 161 buildings, including housing, specialized laboratories, gymnasiums, high-tech classrooms, playing fields and libraries. The facilities have been greatly enhanced through recent investments, including the 174,500-square-foot Class of 1978 Life Sciences Center, which opened in September 2011, and the 105,000-square-foot Black Family Visual Arts Center, which opened in September 2012. Current capital projects include the 57,000-square-foot expansion and renovation of the Hood Museum of Art, scheduled for completion in 2018, with a dedication ceremony in winter 2019, and the Arthur L. Irving Institute for Energy and Society, including a 62,000-square-foot building to be located on the west end of campus. Other projects in development include renovation of the former Dana Biomedical Library, a 32,000-square-foot project to support faculty office and work-space requirements, and of a 167,000-square-foot building to support the expansion of the Thayer School of Engineering and relocation of the Computer Science department and the Dartmouth Entrepreneurial Network (DEN) Innovation Center. A 69,000-square-foot indoor training facility for grass and turf sports and a 6,000-square-foot training facility expansion of the Friends of Dartmouth Rowing Boathouse are also on the horizon. In addition, the College has been evaluating improvements to student housing, which may include development of a new housing complex for as many as 750 undergraduate students.
LEADERSHIP

Following an international search, Dr. Philip Hanlon (Class of 1977) was named Dartmouth’s 18th president in 2012. President Hanlon, previously the provost and executive vice president for academic affairs at the University of Michigan, took office on June 10, 2013. A distinguished mathematician and an accomplished administrative leader, he had been a University of Michigan faculty member since 1986 and had served in a succession of administrative leadership roles at Michigan for more than a decade.

During the previous administration, Dartmouth undertook a strategic planning process that engaged the entire community and produced a range of proposals for the years ahead. Since taking office, President Hanlon, in partnership with the campus and trustees, has focused on bold, transformative initiatives and strategic investments in faculty and facilities needed to strengthen Dartmouth’s reputation for academic excellence and to compete in a dynamic international higher education landscape. These investments include the launch of the academic cluster hiring initiative; creation of the Society of Fellows; growth and enhancement of campus-wide experiential-learning opportunities with a focus on entrepreneurship and innovation on and off campus; establishment of the Arthur L. Irving Institute for Energy and Society, and, in 2016, creation of the School of Graduate and Advanced Studies, Dartmouth’s first new school in 100 years. The president has also introduced a campus sustainability road map an undergraduate house community system, the Inclusive Excellence diversity and inclusion initiative, and major efforts to strengthen the College’s financial position while at the same time enhancing the on-campus learning environment. These include a budget prioritization and reallocation process, the undergraduate Moving Dartmouth Forward initiative, restoration of financial stability at the Geisel School, and the recently launched Enrollment Scale Task Force.

THE ROLE OF THE PROVOST

As the president’s chief deputy, the provost is responsible for the supervision of the institution. In partnership with the president, the provost plays a critical role in long-range strategic planning and implementation and in the integration of academic and student-life programs. The provost has responsibility, working with the academic deans, for supporting and advancing the teaching and the scholarship of the Faculty of Arts & Sciences, the School of Graduate and Advanced Studies, the Tuck School of Business, the Thayer School of Engineering, and the Geisel School of Medicine. The deans of business, engineering, graduate and advanced studies, and medicine report directly to the provost. The dean of the Faculty of Arts & Sciences reports to both the president and provost. Working with the dean of the College and the academic deans, the provost is also responsible for supporting and advancing all student-related programs.

As Dartmouth’s chief budget officer, the provost has significant fiscal responsibility and works closely with the executive vice president to manage the academic budget. The provost chairs the Budget Committee and operates as the institution’s chief budget officer, working to ensure that the academic mission is central to the allocation of resources. In this role, the provost oversees the budgets of the schools and interacts with the respective deans to set university-wide priorities, link them to the university capital campaigns, and align administrative services with academic needs.
OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

As an integral member of the president’s team, the next provost will address the following challenges and opportunities to continue to enhance the stature and excellence of Dartmouth College.

Further strengthen the Dartmouth undergraduate student experience

The cornerstone of Dartmouth’s prominence and reputation is its exceptional undergraduate program. A priority for the College is to maintain its leadership in delivering the outstanding liberal arts and sciences and liberal engineering education that allows it to compete for the best and brightest students across the United States and internationally. The College will not maintain its position by sitting still. Dartmouth must be a thought-leader, including actively supporting the development of new technologies to improve teaching and facilitate research in ways that drive both enterprises.

Like every other school, Dartmouth has issues with drugs and alcohol abuse, and too frequently students and community members are victims of sexual assault. For a student body as academically driven, ambitious, and diverse as Dartmouth’s, the intellectual life across campus should more closely mirror the intellectual rigor and curiosity so prominently displayed inside Dartmouth’s classrooms. With a focus on creating the best undergraduate student experience, President Hanlon in 2014 launched Moving Dartmouth Forward, a program designed to reduce extreme and harmful behaviors. Dartmouth has been, and will continue to be, a leader in determining solutions to these issues, setting the highest standards, and holding students and campus organizations accountable for their behavior. Responsibilities for student life issues reside with the dean of the College, who reports to the provost. The dean, the president, and the provost must work together to make the improvement of student life a priority.

Align resources and invest in the recruitment, retention, and development of faculty

The quality of Dartmouth’s faculty is essential to the institution’s scholarly mission and to its national and international reputation and identity. Dartmouth needs to enhance its investments in recruiting and retaining outstanding faculty. The next provost will ensure success by partnering with the deans to attract faculty at junior and senior levels, and by aligning teaching loads and faculty responsibilities to allow faculty to flourish. It is critical that promising young faculty are supported, developed, and retained. The provost will set the tone for recruitment and promotion to inspire and raise the faculty’s expectations for their individual success and the success of the institution.

Champion a welcoming and inclusive climate for an increasingly diverse community

The next provost must be a leader in fostering a culture of diversity and inclusion across student, faculty, and staff communities. Dartmouth has worked explicitly to recruit undergraduate and graduate students from diverse ethnic, racial, and socio-economic communities, and it has made admirable progress. At the same time, the institution must continue to focus on recruiting and retaining diverse faculty, administrators, and staff to support this commitment across the enterprise. The provost must attend to this issue and provide the energy and resources to overcome challenges in this area. In addition, she or he will be expected to concentrate on ensuring the success of Inclusive Excellence, the 2016 diversity inclusion initiative, as well as creating more frequent academic discourse on issues of race and gender. Dartmouth expects the next provost to be an authentic and passionate spokesperson for inclusion.
**Promote excellence through interdisciplinary and cross-school investments in Dartmouth’s areas of distinction**

Dartmouth’s commitment to the liberal arts is central to its identity as an institution and provides the underpinning for the academic programs at the undergraduate and graduate levels. The professional schools and the graduate school contribute the best elements of a research university to the Dartmouth community, and offer significant opportunities for growth and for greater collaboration with each other and with the arts and sciences faculty. The next provost will have the opportunity, working with the president and deans, to lead this cross-disciplinary integration. Programs in sustainability, life sciences, and health care policy and economics, for example, demonstrate the power and value of combining intellectual forces at Dartmouth. The provost must work across schools to identify additional multi-disciplinary projects that focus on global challenges and, with the aid of campus leaders, prioritize resources to build these programs into internationally recognized centers of excellence.

**Expand the sponsored research enterprise and graduate programs across campus**

Improved graduate programs are an important catalyst for increasing research activity and funding. In some areas, they are essential to scholarly reputation and faculty recruitment. The provost should assess the current administrative structure of the graduate school to ensure that it promotes quality and excellence and draws upon Dartmouth’s strengths in graduate education. At the same time, the provost should seek creative opportunities to augment the research mission and stimulate discovery while exploring the development of postdoctoral research positions, especially in cases where graduate programs would not add value to the scholarly mission. In addition, the provost should be attentive to changes on the federal funding landscape and work with academic leaders to build and diversify robust revenue streams to support research activities.

**QUALITIES AND QUALIFICATIONS**

Informed by the opportunities for leadership addressed above, Dartmouth seeks as its next provost an individual with a respect for the institution’s traditions and culture and a willingness to embrace innovation. A distinguished record of scholarship, with academic credentials for appointment as a full professor, is required.

The next provost must understand and value liberal arts and professional education as well as the important role of an academic medical center within a comprehensive research institution. The next provost must have a strong commitment to outstanding undergraduate and graduate teaching; promote and engage disciplinary and interdisciplinary research; enhance diversity among faculty, staff, and students; and articulate a global perspective on higher education that will inform the College’s commitment to preparing the next generation of exceptional world leaders.

The stewardship and success of Dartmouth’s strategic initiatives will require the provost to develop effective partnerships with the president and members of the executive leadership team, the faculty, and the greater college community. To ensure that success, the provost must engender trust and respect through a mature leadership style rooted in strong values and the highest integrity, and must possess a balance of self-assuredness, self-awareness, and a deep sense of service to the institution.
In addition to the qualifications above, the next provost will have the following attributes and experience:

- A commitment to the highest standards of academic excellence, including a record of successfully recruiting outstanding faculty and graduate, undergraduate, and postdoctoral students, and of facilitating their success

- A record of meaningful engagement with diverse students, faculty, and communities; a commitment to embracing diversity in all aspects of Dartmouth; and the ability and will to enhance an authentic culture of inclusion, equity, and respect for all

- Experience shaping and implementing a strategic plan, engaging a broad community of stakeholders, and establishing metrics, measuring progress, and recalibrating efforts as necessary

- A track record of excellence in leading and managing people and programs evidenced by having built highly effective teams; oversight of complex organizational operations; a commitment to coaching and developing others; the courage to make principled decisions; and the ability to build consensus through collaboration and influence to advance institutional priorities

- Expert communications skills and the emotional intelligence necessary to earn the trust of others, to build and steward relationships, and to articulate a compelling and inspiring vision for Dartmouth’s future

- Superb financial acumen and budget experience; a sophisticated understanding of university finances and the advantages of different budget models; and the ability to strategically align resource allocation with institutional priorities

- Operational experience in a research-intensive environment, including a nuanced understanding of sponsored research and an entrepreneurial instinct for seizing creative opportunities.

TO APPLY

Dartmouth has retained Witt/Kieffer, a national executive search firm, to assist in this search. Confidential inquiries, nominations, referrals, and CVs with cover letters can be sent in confidence to:

Robin Mamlet, Philip Tang, and Robert Luke
DartmouthProvost@wittkieffer.com
(630) 575-6178

Dartmouth is committed to providing equal opportunity to all qualified individuals in its employment and personnel practices. The institution practices affirmative action by taking assertive steps to recruit, hire, and promote minorities, women, people with disabilities, and veterans.