



# DARTMOUTH

**Search for the Provost  
Dartmouth  
Hanover, New Hampshire**

## **THE SEARCH**

Dartmouth seeks a distinguished academic and strategic administrative leader to serve as Provost. Dartmouth's profile is unique in higher education in combining the energy, activity, and resources of a major research university with an unparalleled dedication to undergraduate education across the arts and sciences as well as engineering. The next Provost, as the chief academic and budgetary officer of the institution, will be charged with leveraging Dartmouth's commitment to academic excellence and its distinctive institutional assets to advance Dartmouth's impact in the world.

Dartmouth has a long and distinguished record of leadership and innovation in higher education. President Sian Leah Beilock has redoubled Dartmouth's commitment to leading the field, utilizing the institution's size, scope, and tight-knit community as advantages to forge a bold path in an important moment for higher education. In research, recent accomplishments include a team of scientists at Dartmouth who were responsible for a life-saving breakthrough after a [coronavirus spike protein discovery](#) at the Geisel School of Medicine contributed to the development of COVID-19 vaccines. In October 2023, Dartmouth launched [Commitment to Care](#), a comprehensive strategic plan for student mental health and wellness, and announced the appointment of the institution's first-ever [chief health and wellness officer](#). In enrollment, Dartmouth led the way nationally by [reactivating its standardized testing requirement following the COVID-19 pandemic](#), when a faculty-led commission showed that standardized testing allows Dartmouth to admit a broader and more diverse range of students. Dartmouth is also a globally engaged university. It ranks first in the Ivy League in the percentage of students who study abroad and was a leader in extending financial aid to international students.

The Provost position at Dartmouth represents an exciting opportunity for a dynamic and experienced leader to guide university-wide strategy at an institution on the cutting edge. The role is central to driving institutional objectives across a wide range of areas, including academics, research and scholarship,

budget, and finance. The Provost leads university-wide strategy in areas such as the rise of AI in research and pedagogy, climate and sustainability, a vibrant arts community, global engagement, and the growth and future direction of graduate programs. To accomplish these goals, the Provost leads a team of Vice Provosts and Deans who take calculated risks, pursue ambitious projects and ideas, nurture creativity at its inception, and inspire the community to achieve the goal of establishing Dartmouth as a global leader. The position requires a leader who is comfortable navigating complexity and ambiguity and who has the collaborative instincts, listening skills, empathy, and emotional intelligence necessary to bring together varied constituents across the community. The Provost will bring exceptional managerial skills to the task of leading and developing a diverse team and campus community with unique talents, academic specialties, and experiences. In addition to advancing academic excellence and research, the Provost will enhance Dartmouth's distinctive and celebrated undergraduate student experience through a commitment to equity, diversity, and inclusion. The Provost oversees the budget as the chief budget officer, managing the allocation of resources to support institutional goals and priorities. A successful candidate will bring an outstanding record of scholarly achievement and a record of bold leadership, turning plans into a reality.

## ABOUT DARTMOUTH

Founded in 1769, Dartmouth is a Carnegie-classified R1 research university defined by comprehensive liberal arts education combined with focused graduate programs in medicine, business, the sciences, and engineering. A founding member of the Ivy League, Dartmouth is consistently ranked among the country's best research institutions. It educates 4,500 undergraduates and 2,300 graduate students in the Arts and Sciences and in its four pioneering graduate and professional schools: the [Geisel School of Medicine](#), the [Guarini School of Graduate and Advanced Studies](#), the [Thayer School of Engineering](#), and the [Tuck School of Business](#). A member of the Association of American Universities (AAU), Dartmouth has forged a singular identity, combining its deep commitment to outstanding undergraduate liberal arts and graduate education with distinguished research and scholarship.

Dartmouth attracts faculty from around the world and ranks among the highest universities in the country in per capita research funding. There are over 1,000 faculty members across the institution, 640 of whom are tenured or on the tenure track. Across the full faculty body, 42 percent identify as women and nearly 20 percent as Black, Indigenous, and People of Color (BIPOC). Dartmouth provides a high-intensity research environment with world-class facilities and outstanding extramural support for scholarly activities for faculty and students. Dartmouth researchers receive approximately \$200 million in external [research funding](#) annually. For FY25, Dartmouth forecasts a \$1.5B baseline in operating expenses, and the endowment stands at more than \$8 billion. More information on Dartmouth's finances can be found below.

Dartmouth has attracted a talented staff that provides business continuity and ensures ongoing operations at the institution with expertise and devotion. Staff members at Dartmouth also serve as higher education professionals who bring expertise to their respective areas and contribute to the overall

strategic mission and vision. Dartmouth currently employs 3,128 full-time and 251 part-time staff members.

## STRATEGIC INITIATIVES

[Sian Leah Beilock](#) was elected the 19th President of Dartmouth and began her tenure on June 13, 2023. She is the first woman to serve in this role and previously served as the eighth president of Barnard College. At her inauguration, President Beilock shared her vision for Dartmouth which was crafted following a listening tour with hundreds of faculty, students, staff, and alumni. That plan for the future focuses on leveraging distinctive aspects of Dartmouth where it can have an unparalleled impact on education and research and how it can “drive impact faster and further than ever before.” The five areas outlined include:

- **Innovation and Impact:** With over \$200 million in annual research expenditures and discoveries ranging from the birthplace of artificial intelligence to the coronavirus spike protein, Dartmouth students, alongside top academic researchers, are developing collaborative, high-impact solutions for real-world problems. Dartmouth is committed to advancing the scope, scale, and impact of its innovation, scholarly, and research activities.
- **Health & Well-being Across the Dartmouth Community:** In October 2023, Dartmouth launched [Commitment to Care](#), a comprehensive strategic plan for student mental health and wellness, and announced the appointment of the institution’s first-ever [chief health and wellness officer](#). In July 2024, Beilock announced the creation of the role of [senior vice president for community and campus life](#). The President has also made it a major priority to increase housing, including through strategic purchases of real estate on [West Wheelock Street](#) that will expand student housing near the heart of campus.
- **Diverse Lived Experiences and Free Expression:** In January 2024, Dartmouth launched [Dartmouth Dialogues](#), a wide-ranging series of initiatives and programming that facilitates conversations and builds skills among students, faculty, and staff, bridging political and personal divides. Among the programming is a three-year, first-of-its-kind collaboration with the [StoryCorps One Small Step program](#).
- **Environmentally Responsible Campus and Planet:** In April 2024, Dartmouth made the largest investment in sustainability [in Dartmouth's history](#)—\$500 million to reduce campus carbon emissions by 100% by 2050. The investment is part of the [Dartmouth Climate Collaborative](#), which includes the [Climate Futures Initiative](#), an effort to capitalize on Dartmouth's strengths to drive climate scholarship and solutions.
- **Center Dartmouth for Life:** Alumni-driven philanthropy is an institutional strength, including a recent [transformative \\$150 million bequest](#) and [the largest gift dedicated to the arts in Dartmouth's history](#). Dartmouth is building on its deep connections within its community and recently announced a search for an executive director to lead the creation of a new [Dartmouth Center for Career Design](#) that will be oriented toward serving students and alumni throughout their careers.

## THE ROLE OF THE PROVOST

The Provost reports to the President and serves as the President's chief deputy, responsible for the institution's academic strategy and operations. As a key member of the senior leadership team, the Provost oversees long-range strategic planning and the implementation of academic-related programs.

Working with the academic Deans, the Provost is responsible for supporting and advancing teaching and scholarship. The Deans of business, engineering, medicine, and the graduate school report directly to the Provost, and the Dean of the Faculty of Arts & Sciences reports to the President with a dotted line to the Provost. The Provost also works with the Dean of the Libraries, the academic Deans, and others to support and advance all student-serving programs. The Office of the Provost also supports and facilitates international research collaboration as well as international agreements and partnerships.

The Provost has significant fiscal responsibility and works closely with the Chief Financial Officer to manage the academic budget in addition to operational and capital planning initiatives. The Provost chairs the Budget Committee and, as chief budget officer, ensures that resource allocations optimally serve the institution's mission and priorities. In this role, the Provost oversees the budgets of the schools and interacts with the respective Deans and the senior leadership team to set university-wide priorities, link them to institutional investments and capital campaigns, and align administrative services with academic needs.

Other units reporting to the [Provost's Division](#) include Vice Provost for Academic Affairs, Senior Associate Provost for Strategic Initiatives, Vice Provost for Faculty Affairs, Vice President for Entrepreneurship and Technology Transfer, Vice Provost for Research, Vice President for Information Technology and Chief Information Officer, and [center and institute](#) leaders.

### The Future of Arts and Sciences Project

The Provost will join the campus amid a major effort to redesign structures. Dartmouth has been engaged in a thoughtful, two-year-long process to evaluate the [Future of Arts and Sciences Project](#). This process was designed to enhance the overall mission of the Arts and Sciences, one of the largest units on campus, by allowing it to operate with a cohesive central administrative structure. In its newly constituted form, the School of Arts and Sciences will support its innovative education and research mission through the management, development, and allocation of its resources. Arts and Sciences play a major leadership role on campus, and a revised structure will allow the Arts and Sciences at Dartmouth to flourish well into the future. The project's goal is to propose a new organizational and budgetary structure that:

- Gives Arts and Sciences leadership strategic control over the holistic scholarly and educational mission of the Arts and Sciences,
- Increases budgetary and operational agency, and
- Expands ability to pursue Arts and Sciences aspirations.

More than 270 large and small engagement sessions with leadership, faculty committees, staff groups, and student leaders have undergirded this effort. Faculty, staff, and administrators drawn from the Faculty of Arts and Sciences, the Division of Student Affairs, the Thayer School of Engineering, central Finance and Administration, Admissions, Advancement, Athletics and Recreation, and the graduate and professional schools have all played critical roles in reshaping the future design. The Provost will play a key role in implementing the new arts and sciences structure and, in collaboration with the President, launching this new school and ensuring its success.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE PROVOST**

### **Provide strategic leadership for the future of Dartmouth**

The next Provost will work with the President, Senior Leadership, faculty, staff, the Board, students, and alumni to realize the vision for advancing Dartmouth's goals of enhancing the university's distinction, upholding its standard of academic excellence, and contributing to its international reputation. The strategic vision must be responsive to the changing higher education landscape while remaining faithful to Dartmouth's tradition and history. The Provost will play a critical role in developing their team and ensuring they have the support and resources to lead their respective initiatives. The Provost will inspire and organize collective efforts that draw on the expertise of faculty and the community at large to develop novel contributions in areas such as a thriving arts community in partnership with the [Hopkins Center for the Arts](#), a robust plan around climate, energy, and sustainability with the support of the [Irving Institute for Energy and Society](#), data science and AI, and a global and international engagement plan with the [Dickey Center for International Understanding](#), among many others. The Provost is a key leader in building bridges across departments and schools and guiding strategic initiatives that unleash Dartmouth's potential for impact.

### **Advance research and scholarship impact**

Dartmouth is committed to its position as a small and focused, top-tier research institution with R1 status and AAU membership. In collaboration with the Deans and faculty, the Provost will nurture scholarly activities, convene leaders in signature research areas, and develop initiatives that increase the visibility and impact of Dartmouth's scholarly and creative endeavors. The Provost should be proactive in identifying large-scale opportunities in the federal funding landscape or elsewhere that can amplify the work of the faculty. In relevant fields, the Provost will continue to accelerate the translation of Dartmouth's research and innovation into practice through partnerships with industry and external organizations, while leveraging one of the most dedicated alumni bodies in the world to ensure faculty innovation reaches its fullest potential through commercialization and tech transfer.

### **Align resources with strategic investments in institutional priorities**

The Provost is the chief budget officer and works in close partnership with the Chief Financial Officer to manage resource allocation across Dartmouth. Through the budget process, the Provost will identify the optimal use of investible resources to maximize progress towards institutional goals. The Provost will be a savvy manager and steward, working with the community to determine priority areas. The Provost should be creative and resourceful, ensure prudent and efficient use of institutional resources, and be skilled at supporting interdisciplinary and cross-school collaboration.

### **Arts & Sciences Future Project**

As Dartmouth undergoes a redesign of the Arts and Sciences academic structure, the Provost has the opportunity to partner with leaders across campus to promote greater alignment and coordination across the academic program, student experience, and the critical functional units that support Dartmouth's mission and strategic direction. The new Provost should bring creative ideas and experience with various organizational structures to oversee the effective implementation of this bold and important project.

### **Champion a welcoming and inclusive climate for a diverse campus community**

The new Provost must be a leader in helping Dartmouth continue to foster a culture of diversity and inclusion across the entire community of students, faculty, and staff. Dartmouth recruits undergraduate and graduate students from diverse ethnic, racial, and socioeconomic communities and has prioritized the diversification of the faculty. The new Provost must approach this strategically and provide the creativity and resources to succeed in this area. At Dartmouth, diversity, in all its forms, is in service of academic excellence. By promoting a culture where dialogue across differences in ideas and lived experiences is encouraged, Dartmouth embodies a community where debate and discourse produce the best outcomes. To that end, Dartmouth is the only Ivy League institution to receive a green light free speech rating from [FIRE](#).

### **Establish a robust, high-performing provost office**

The Provost oversees a large portfolio of activities. To achieve the agenda set forth for Dartmouth's next chapter, the Provost will need to assess whether the current structure of the Provost's Office is optimal for sustained progress against institutional goals. The Provost and their staff should ensure that data and analyses inform strategic decision-making and support efficient operations across the university. To that end, the Provost will focus on the professional development and growth of the Provost's Office team through talent recruitment and development, mentorship, feedback, and performance evaluations.

## QUALIFICATIONS AND CHARACTERISTICS

Dartmouth seeks in its next Provost a superb scholar and experienced administrator who combines an ability to communicate effectively with a commitment to collaboration and shared governance. Candidates should have experience in academic leadership, a record of significant accomplishments in administration, a demonstrated ability to cultivate consensus, and a sense of shared purpose in a diverse community. The search committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- A doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching requisite for a tenured appointment as a full professor at Dartmouth;
- Successful experience in academic administration commensurate with Dartmouth's size and complexity;
- Budgetary experience and an astute understanding of university finances;
- Outstanding emotional intelligence, listening, and communication skills;
- Exceptional organizational and time-management skills, with the ability to prioritize tasks and make timely but considered decisions;
- Superior management skills to work effectively with a broad range of constituents, to understand varied departments and units, and to create structures for cohesive integration;
- A proven commitment to diversity, equity, and inclusion, including the capacity to successfully recruit, retain, and develop a more diverse campus community of faculty, staff, and administrators;
- A proven commitment to the importance of undergraduate education and excellence in graduate and professional programs and the ability to articulate the value of a liberal arts education;
- A firm commitment to the humanities and the ability to advocate for its critical role in the university;
- Familiarity with the teaching, research, and clinical missions of medical schools and academic medical centers, including their complexity, their financial challenges, and the benefits they offer to higher education and to society;
- A sophisticated understanding of sponsored research activity, research administration, and infrastructure, as well as awareness of funding trends and opportunities;
- Experience guiding the implementation of strategic initiatives;
- An international orientation and experience with international collaborations;
- A truly collaborative mindset; judicious and diplomatic temperament; courteous, respectful, and tactful manner; and
- A record of consultation and clear communication with constituents around decision-making processes.

## ADDITIONAL INFORMATION ABOUT DARTMOUTH

### Undergraduate Education

The [undergraduate college](#) offers a four-year program in the liberal arts with more than 40 academic departments. For the class of 2028, Dartmouth received a record number of applications—31,657, to be exact—up 10 percent from the previous year. With an acceptance rate of 5.3 percent, the admissions process is extremely selective. Dartmouth led the nation to reintroduce testing into the admissions process and utilized a data-driven process to show that this reintroduction would improve the quality and diversity of the class. Data from the commission shows that test scores represent an especially valuable tool to identify high-achieving applicants from low and middle-income backgrounds, those who are first-generation college-bound, as well as students from urban and rural backgrounds, effectively allowing Dartmouth to expand access and identify talent. Notably, Dartmouth stood out for its ability to ensure a diverse class in the wake of the Supreme Court’s ban on affirmative action in admissions. The undergraduate student body is 48 percent female-identifying and 52 percent male-identifying, with 37 percent of undergraduate students identifying as BIPOC and 14 percent as international. Dartmouth was the sixth college or university to practice universal need-blind admissions for all applicants, including all international citizens. Dartmouth is fully committed to the principles of access and affordability and guarantees to meet 100 percent of students’ demonstrated need throughout their undergraduate years. This underscores Dartmouth’s commitment to access and equity for all students, regardless of citizenship, and its dedication to creating a globally-minded teaching and research community of students and faculty drawn from around the world.

A year-round academic calendar provides opportunities for study abroad and off-campus experiences. Prior to the pandemic, more than 50 percent of Dartmouth’s undergraduate students participated in one or more of the 40+ off-campus programs led by Dartmouth faculty in approximately 30 countries throughout the world. More than 20 percent of students participate in intercollegiate athletics at the NCAA Division I level, an experience that plays an important role in the development of many Dartmouth students.

### Graduate and Professional Education

Since 1885, when Dartmouth awarded its first PhD, graduate studies at Dartmouth have combined world-class research facilities with an outstanding faculty. The Guarini School of Graduate and Advanced Studies, formed in 2016, awards all PhD, MS, and MA degrees across a broad range of programs, including several interdisciplinary and doctoral programs connected to the professional schools at Dartmouth. Guarini is home to more than 850 graduate students.

The Geisel School of Medicine is the nation’s fourth-oldest medical school and combines clinical and basic science expertise across Dartmouth and its four primary, affiliated teaching hospitals: [Dartmouth Hitchcock Medical Center](#), [the Veterans Affairs Medical Center](#) in White River Junction, VT; [California](#)



[Pacific Medical Center](#) in San Francisco, and [Indian Health Service](#) medical centers. In addition to the MD degree (395 students), Geisel offers graduate education (nearly 140 students) in the biomedical sciences, public health, and healthcare delivery science.

The School of Engineering was founded in 1867 by General Sylvanus Thayer as the first professional School of Engineering in the United States. Its goal was to integrate liberal arts into the development of excellence in technical skills. Thayer administers both the undergraduate Bachelor of Arts degree in engineering sciences and the Bachelor of Engineering degree and enrolls 250 graduate students at the master's and doctoral levels.

In 1900, Dartmouth also established the first graduate school of management, the Tuck School of Business. It has long been recognized as a top 10 business school and enrolls about 590 MBA students. The Tuck School is distinguished by its personalized education and rigorous self-analysis approach to leadership development.

## **ABOUT THE PRESIDENT**

Dr. Sian Leah Beilock is the 19th President of Dartmouth. She is the first woman to have been elected president of Dartmouth by the Board of Trustees and began her tenure on June 12, 2023.

Under President Beilock's leadership, Dartmouth is leading on the most pressing issues facing higher education and the world: drastically expanding affordability for middle-income families, using a data-driven approach to lead the Ivies in reinstating standardized testing as part of the holistic admissions process, launching a community-wide mental health and well-being plan, Commitment to Care, and recommitting to Dartmouth's "Big Green" moniker with a historic \$500 million investment in sustainability.

President Beilock has also spearheaded the launch of Dartmouth Dialogues — a first-of-its-kind initiative in higher education to facilitate conversations and build skills that bridge political and personal divides and advance meaningful debate on the issues of our time. In its first year, the program received national attention, and its efforts have been lauded by leaders across the political spectrum.

President Beilock has also worked to ensure that more women and underrepresented minorities are engaged in research. As a founder and leader of the EDGE Consortium, a coalition of women-led universities and engineering schools seeking to bring more women and underrepresented minorities into the semiconductor industry, this is an issue President Beilock takes seriously. In November 2023, the consortium convened its first summit with educators, lawmakers, and industry leaders in Washington, DC, helped start the Greenshot accelerator for entrepreneurs working on climate change, and launched the nation's first Tribal Leadership Academy for newly elected or appointed leaders from federally recognized Native American tribal governments around the country. President Beilock's full inaugural address can be viewed [here](#).

A distinguished cognitive scientist, President Beilock is one of the world's foremost experts on performance under pressure. She received the 2017 Troland Award from the National Academy of Sciences and is also a member of the American Academy of Arts & Sciences, one of the highest honors in her field.

She has worked closely with Fortune 500 companies, professional sports teams, and public sector leaders to build high-performing teams and create environments that attract, retain, and get the best out of their talent. President Beilock has authored 120 peer-reviewed papers, as well as two critically acclaimed books—*Choke* and *How the Body Knows Its Mind* — that have been published in more than a dozen languages. Her [2017 TED Talk](#) on performing under pressure has been viewed more than 2.7 million times.

Previously, President Beilock served as President of Barnard College at Columbia University and Executive Vice Provost at the University of Chicago, where she was also the Stella M. Rowley Professor of Psychology. President Beilock earned her Bachelor of Science in cognitive science from the University of California, San Diego, and doctorate degrees in psychology and kinesiology from Michigan State University.

## BOARD OF TRUSTEES

Dartmouth's [Board of Trustees](#) consists of the President of the College, the Governor of New Hampshire (ex officio), and 24 other trusteeships: 16 Charter Trustee positions and eight Alumni Trustee positions. Charter Trustees are nominated and elected by the Board itself; Alumni Trustees are nominated by the alumni and elected by the Board. The duties and powers of all the Trustees are the same. Both Charter Trustees and Alumni Trustees normally serve no more than two four-year terms. The Board is currently chaired by **Elizabeth Cahill Lempres '83**, senior partner emeritus at McKinsey & Company.

## FINANCES

Prudent financial leadership and management ensure Dartmouth's resource base remains stable and sustainable for the future. For FY25, Dartmouth forecasts a \$1.5B baseline in operating expenses, and the endowment stands at more than \$8 billion. The organizational structure is mirrored in its budget model. The graduate and professional schools operate as their own independent financial units, with the Deans responsible for revenues and costs, with a tax back to central administration for shared resources. Currently, the Arts and Sciences budget is considered part of the central university budget, but this may change in the future structure.

On June 30, 2023, Dartmouth concluded [The Call to Lead](#)—the largest and most successful fundraising effort in school history. Drawing broad support from the Dartmouth community worldwide, including 60 percent undergraduate alumni participation, the campaign exceeded its initial goal with more than \$3.77 billion in gifts, resulting in historic levels of investments in the academic enterprise that have significantly expanded the institution's global leadership and impact.

## LOCATION

Dartmouth is known for its profound sense of place. Frequently ranked one of the most beautiful colleges in America, the Dartmouth campus offers mountain vistas, towering pines, and a pastoral setting in the deep green Upper Valley. The natural beauty of the campus is just one aspect of what gives Dartmouth's campus its vivid color and energy. Members of the Dartmouth community have access to unparalleled opportunities, through all four seasons, to explore the outdoors. Just steps away, the sophisticated college [town of Hanover](#) offers restaurants, shops, and a wide array of services. At the edge of campus, the renowned [Hopkins Center for the Arts](#), named by the National Endowment for the Arts as one of the nation's exemplary performing arts centers, integrates the Dartmouth community into downtown life.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/dartmouth/provost>

John Muckle, Partner  
Becky Piper, Managing Associate  
Stephen Kalogeras, Associate  
Ethan Thomas, Managing Search Coordinator  
Isaacson, Miller

*Dartmouth College is an equal opportunity/affirmative action employer with a strong commitment to diversity and inclusion. We prohibit discrimination on the basis of sex, race, color, religion, age, disability, status as a veteran, national or ethnic origin, sexual orientation, gender identity, gender expression, or any other category protected by applicable law, in the administration of its educational policies, admission policies, scholarship and loan programs, employment, or other school administered programs. Applications by members of all underrepresented groups are encouraged.*