



Search for the Vice Provost for Undergraduate Education
Temple University
Philadelphia, PA

THE SEARCH

Temple University, a vibrant, urban public very high research (R1) and top opportunity institution in the heart of Philadelphia, seeks a visionary, collaborative, and mission-driven leader to serve as its Vice Provost for Undergraduate Education (VPUE). This is a moment of extraordinary momentum and promise for Temple, as the university builds on its proud legacy of access and excellence under the experienced leadership of President John Fry. With an emphasis on student success, research in action, and place-based impact, Temple is poised to achieve greater prominence in Philadelphia and beyond.

The primary mission of the VPUE portfolio is to ensure that Temple University undergraduates have access to meaningful learning opportunities that allow them to achieve their academic goals and prepare them for life during and after college. Temple, among the 50 largest universities in the United States, has evolved into one of the nation's most comprehensive and globally engaged urban public research universities, with 17 schools and colleges, more than 600 academic programs, and more than 32,000 students across eight campuses – including international locations in Rome, Tokyo, and Kyoto. This is an exciting time to join Temple University as the institution prepares for its 150th year and updates its strategic plan in support of its core mission: prioritizing an accessible education, groundbreaking and impactful research, and celebrating Temple's vibrant community of students, faculty, and staff.

The VPUE will report to the Provost and is a key member of the Provost's senior leadership team. The VPUE will develop a unified, ambitious, and innovative vision for undergraduate education and postgraduate outcomes; strengthen collaborative relationships across the university; enhance and elevate policies and practices that support academic achievement and engagement for today's Temple students; and lead an agile, collaborative, and mission-driven team of high-performing professionals. The VPUE will be an experienced leader who has been successful in academic leadership roles with a particular knowledge of research and best practices related to undergraduate education, academic enrichment, and career and professional development. Additionally, the VPUE will be innovative, visionary, collaborative, and transparent, and will have the ability to communicate effectively across a variety of audiences, including students, university leadership, and faculty. The VPUE will work closely with the Vice President for Enrollment Management and Student Success and the Vice President for Student Affairs as drivers of undergraduate student success and engagement.

Temple University has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All applications, inquiries, and nominations, which will remain highly confidential, should be directed to Isaacson, Miller as indicated at the end of this document.

ABOUT TEMPLE UNIVERSITY

The history and mission of Temple University confirm its institutional significance, ambition, and importance to the city of Philadelphia, the Commonwealth of Pennsylvania, the nation, and the world. Temple was founded in 1884 with a mission to expand the reach of higher education. Founded as a night school, working-class citizens attended courses late in the evening and were referred to as “night owls,” giving rise to the school’s mascot and team name.

In 1965, the university became a state-related university as a member of the Commonwealth System of Higher Education; it is one of four state-related universities in Pennsylvania. In addition to its Main Campus in North Philadelphia, Temple has three additional locations in Philadelphia: Temple University Center City; the Health Sciences Center, also in North Philadelphia; and the School of Podiatric Medicine near Philadelphia’s historic district. Regional campuses are in Ambler and Harrisburg, Pennsylvania, with international campuses in Italy and Japan.

Temple is the recent recipient of the Carnegie designations of both [Very High Research Activity \(R1\) and a top opportunity college and university](#)—one of just 21 institutions nationwide to earn both distinctions—and is home to one of the nation's most comprehensive and diverse learning environments. The Temple community is driven by its role as “Philadelphia’s public research university.” Earlier this year, Temple was invited to join the University Innovation Alliance (UIA), a leading national consortium of public research universities committed to improving student success and broadening participation in higher education for all. Temple is the only Pennsylvania university in the UIA. As the largest university in the region and with its influential history, Temple and Philadelphia are seamlessly interconnected and greatly enhanced by each other. Temple University and the Temple University Health System employ more than 17,000 people full-time and are among Philadelphia's largest employers. Philadelphia is the largest city in the Commonwealth of Pennsylvania and the sixth most populous in the United States. The region has a plethora of educational options, with many private and public institutions. Philadelphia offers vast access to arts, culture, and history, not to mention some of the most ardent professional sports fans. Temple enriches and is enriched by its urban location, which provides incredible opportunities for engaged scholarship, experiential learning, and community engagement. This setting creates many opportunities for the VPUE to embrace Temple’s strengths and position the university to be a leader in undergraduate education.

Temple remains committed to its history and mission of access to excellence by maintaining low tuition and providing scholarships and financial assistance to more than 85 percent of undergraduate students while embracing its growth and global presence. Additionally, innovative programs such as the [Fly in 4 partnership](#) and the [Cecil B. Moore Scholars Program](#) help undergraduate students maximize university support and resources to complete their degree in four years—or sooner.

In recent years, Temple students have become Rhodes, Goldwater, Knight-Hennessy, Gates Cambridge, and Marshall Scholars. Temple alums proudly number more than 375,000 and include trailblazers ranging from the first female president of Princeton University to the first Indian American anchor on ESPN.

The Temple Community

Temple University is led by [President John Fry](#), who took office on November 1, 2024, and has made student success “Temple’s North Star.” President Fry, Interim Provost [David Boardman](#), and the university leadership team serve more than 32,000 students across its domestic and international campuses, including approximately 24,000 undergraduate students and over 8,000 graduate and professional students representing 50 states and 124 countries.

Temple’s Main Campus provides treasured opportunities to engage in student life on campus as well as in the community. More than 13,000 students live on or near the Main Campus, with the majority of first-year students living in Temple-owned and sponsored housing. Temple’s vibrant Main Campus is set against the backdrop of Philadelphia’s iconic city skyline. Green space, athletic facilities, and eclectic architecture ranging from the historic [Temple Performing Arts Center](#) to the [Snohetta-designed Charles Library](#) contribute to a bustling residential setting. Temple is home to over 400 student clubs and organizations. Temple’s NCAA Division I athletic programs thrive on campus, with 19 sports teams rallying school spirit for the Temple Owls.

Essential to all university activities and initiatives are the employees who tirelessly support and advance the institution’s mission and provide world-class curricular and co-curricular experiences. With a workforce of more than 8,100 faculty and staff, Temple strives to provide all employees with opportunities for growth, development, continuing education, and advancement. The entire Temple community is united by the [Temple core values](#) that represent the community and its purpose: Temple celebrates diversity, strives for inclusivity, embraces a community-minded approach to its mission, honors its hard-working community, aims to provide access to affordable education, fosters a welcoming environment, cultivates learning, embraces its global connections, exemplifies perseverance, and inspires innovation.

Temple University is concluding a strategic plan update, which builds on the foundation of the [current plan](#), to ensure institutional priorities align with the evolving needs of students, faculty, staff, alumni, and the surrounding community. The timeline anticipates the update will launch in December 2025.

ABOUT THE UNDERGRADUATE EDUCATION PORTFOLIO

The VPUE develops and implements university-wide, student-centered academic programs and services and works with Temple’s schools and colleges to promote excellence, engagement, and academic enrichment across the undergraduate experience and in support of students’ academic goals. The VPUE strives to connect students with the full array of Temple’s learning opportunities and promotes the engagement of faculty and staff with the university’s undergraduate students. Through Temple’s signature General Education program, the VPUE advances the university’s commitment to general

education— exposing students to a wide range of ideas and perspectives and preparing graduates to become critical thinkers and effective communicators. In addition, the VPUE ensures that the undergraduate curriculum and academic policies meet university standards and support Temple’s mission and strategic priorities. The VPUE provides leadership for seven university-wide student-centered academic programs and services:

1. [Career Center](#): The Career Center provides all Temple students and alumni with a full range of services, programs, and resources to optimize experiential learning and employment opportunities and enhance lifelong career success. The Center helps students explore careers, identify their individual strengths, grow their brand, and prepare for future opportunities, including the recruitment and hiring process or graduate school. The Center collaborates and coordinates with career and professional development staff within the schools and colleges, builds and sustains employer partnerships across the region and nationally, and acts as a connector between employer needs and Temple talent.
2. [University Honors Program](#): The Honors Program at Temple University is dedicated to providing high-achieving students with enriching interdisciplinary academic opportunities, holistic advising, a dynamic and inclusive community, and strong, collaborative encouragement and support all the way to Commencement and beyond. The program’s staff provides individualized advising for each student on course selection, scholarships, careers, and graduate schools. Building upon the program’s pillars—inclusive community, intellectual curiosity, social courage, and integrity in leadership—and 40 years of student excellence, the university is in the early stages of creating an Honors College that establishes Temple as a leader in honors education, defined by an accessible, place-based, and collaborative approach.
3. [General Education Program](#) (GenEd): After two years of cross-campus conversations, Temple is preparing to implement a refreshed model for undergraduate General Education for 21st-century learners, fostering a culture of shared accountability for student outcomes across all academic units and ensuring that Temple's academic and student experience is inclusive, engaging, and transformative. The General Education program is managed by a director, an assistant director, and faculty committees. The current program consists of eleven courses in nine areas that students must successfully complete to receive their degrees. The General Education Task Force is moving from the review to the revision stage, with implementation of an updated general education program on track for fall 2027.
4. [Pre-Professional Health Advising](#) (PPHA): PPHA supports current Temple University students and alumni interested in pursuing a career in health professions. PPHA helps students build a strong profile for professional school and prepare applications to programs in medicine, dentistry, pharmacy, podiatry, optometry, veterinary medicine, physical therapy, occupational therapy, and physician assistance.

5. [Scholar Development and Fellowship Advising](#): The Office of Scholar Development and Fellowships Advising supports Temple students and recent alumni in all stages of the application process for competitive, merit-based national fellowships. Temple University has consistently been recognized as a [Fulbright U.S. Student Program Top Producing Institution](#), with 11 students receiving the prestigious scholarship award in the 2024-2025 academic year. In 2025, three Temple students received Goldwater Scholarships, one of the nation's highest honors for undergraduate researchers. Temple students have also become Rhodes, Knight-Hennessy, Gates Cambridge, and Marshall Scholars.
6. [Undergraduate Enrichment Programs](#): A function within the VPUE portfolio, the Undergraduate Enrichment Programs (UEP) provides funding for faculty-mentored undergraduate research, peer teaching, study abroad, and internship opportunities. UEP coordinates the annual [Symposium for Undergraduate Research and Creativity](#) and offers undergraduate research advising. This support for high-impact practices and experiential learning fosters the student-faculty mentoring relationship, supports students' current academic and professional goals, and aligns with the aims of other Undergraduate Education units such as Honors, Fellowships Advising, the Career Center, and Pre-Professional Health Advising.
7. [Reserve Officers Training Corps \(ROTC\)](#): The ROTC department at Temple offers a curriculum for qualified full-time students who wish to earn a commission as an Active Duty, Reserve, or National Guard Officer, while completing academic requirements for a baccalaureate or graduate degree.

The VPUE and the Office of Undergraduate Education also engage in partnerships and programs with leading national higher education organizations, including the Association of Public and Land-Grant Universities (APLU) and the University Innovation Alliance. For example, [Temple Mentors](#), housed within the Office of Undergraduate Education and a collaboration with Student Affairs, is part of a grant-funded program led by APLU in partnership with the Mentor Collective. Temple is one of six APLU-member schools that are working to create and refine sustainable peer mentorship models for underserved students. Additionally, Undergraduate Education, in collaboration with Temple's Center for Advancement of Teaching and the national [Student Experience Project \(SEP\)](#), launched a faculty community of practice as part of a national effort to foster a positive learning environment in the classroom and increase students' likelihood of persevering through academic challenges to graduation. Implemented in the fall of 2024, with the support of APLU and the [Coalition of Urban Serving Universities](#), over 50 Temple faculty have already participated, and the program will continue to grow in the next academic year.

ROLE OF THE VICE PROVOST FOR UNDERGRADUATE EDUCATION

Reporting directly to the Senior Vice President and Provost, and a member of the Provost's Senior Staff, the Vice Provost for Undergraduate Education provides university-wide vision, leadership, direction, and support for undergraduate programs and initiatives that allow Temple students to define and realize their

academic and professional goals. The VPUE's charge includes direct responsibility for the development, implementation, review, and effective communication of university-wide, student-centered learning opportunities, policies, and services, closely focusing on the needs and recommendations of the deans and academic leaders of the schools and colleges, and aimed at strengthening the overall academic environment for undergraduate students. The VPUE ensures that the undergraduate curriculum, including general education and academic policies, supports student achievement, meets university standards, and aligns with Temple's academic mission.

The VPUE leads the work to strengthen undergraduate education across the university and will be a critical partner in executing the university's strategic priorities related to student academic excellence and intellectual engagement. The successful VPUE will be a collaborative and visionary leader who partners effectively with the provost, vice provosts, deans, and faculty to advance learning opportunities that align academic programming and student support initiatives and enhance and support best practices for academic achievement while ensuring a pathway to graduation and attainment of post-degree outcomes. The VPUE works with faculty and academic departments to explore and implement innovative teaching and learning strategies across the curriculum, with a focus on enhancing learning and removing barriers to student achievement in high-risk courses.

The VPUE plays a central role in advancing Temple's institutional priorities for retention, persistence, and completion, ensuring that academic excellence is paired with equitable outcomes for all students. This includes close collaboration with the Vice President for Student Affairs and the Vice President for Enrollment Management and Student Success to connect academic initiatives with wraparound services such as advising, financial wellness, essential needs, and student well-being. By aligning curricular innovation with holistic student support, the VPUE will help ensure that students not only enroll but thrive, persist, and graduate prepared for lifelong success.

The Vice Provost for Undergraduate Education serves as a connector and communicator, bringing Temple faculty together to collaborate on ensuring academic engagement and excellence for students. In addition to serving on standing Faculty Senate and administrative committees, including Educational Programs and Policies, International Programs, Assessment of Instruction, and University Placement Assessment, the VPUE develops and supports initiatives to enhance undergraduate instruction, curricular pathways, and generally works to partner with faculty on student success.

As the leader of the Office of Undergraduate Education, the VPUE is responsible for budget management and resource allocation across the portfolio, reviewing unit initiatives, attracting and retaining a high-performing team, establishing effective staff priorities, evaluating results, and periodically providing the Provost with status reports and program updates. The VPUE oversees five direct reports, more than 30 staff, and an annual budget of \$3.6 million.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PROVOST FOR UNDERGRADUATE EDUCATION

Develop and implement an ambitious and innovative vision for undergraduate education and postgraduate outcomes.

The Undergraduate Education portfolio is responsible for university-wide, student-centered learning opportunities, academic policies, and educational resources that impact student achievement, engagement, and enrichment. The Temple community is committed to supporting undergraduate academic excellence, and the incoming VPUE will develop a vision and plan that brings in all stakeholders. Temple is consistently admitting some of its largest incoming classes, and the VPUE will collaboratively develop and implement strategies that help students graduate with the skills and experiences to achieve their academic and career post-graduation goals. The VPUE will work with schools, colleges, and departments across Temple to deliver a high-quality, consistent learning experience across the university. The VPUE will also amplify the work of the Office of Undergraduate Education, including the learning opportunities that help students build the skills for their postgraduate careers, such as undergraduate research, internships, experiential learning, and academic enrichment. The vision should be responsive to the changes in higher education while maintaining Temple's mission and commitment as Philadelphia's public research university and as a place deeply committed to students.

Strengthen collaborative relationships across the university in service of undergraduate education.

The Office of Undergraduate Education is in a unique position to bring people together to collaborate on best practices to support students' academic engagement and undergraduate experience. The VPUE regularly convenes the associate deans responsible for undergraduate education for shared conversations around academic programs, policies, and student achievement. The successful VPUE will build and maintain relationships with schools and colleges through effective and transparent communication to ensure that all students have a high-quality experience. Through collaboration, the VPUE will also ensure that students have high-impact learning opportunities and an exceptional undergraduate student experience. The VPUE will work closely with faculty as well and will be committed to shared governance. Additionally, the successful VPUE will drive opportunities for collaboration and knowledge sharing between the schools and colleges and other university-wide offices working towards the same goals.

Enhance and elevate policies, practices, and undergraduate academic programs that support academic achievement and attainment of post-graduation outcomes.

The VPUE will use data-informed approaches to identify and remove barriers to student achievement, foster a culture of belonging in the classroom, and partner across academic and student affairs units to ensure that every student has access to the full range of Temple's supports and opportunities. An important part of the VPUE portfolio is the University General Education program. As the General Education Task Force continues its work, the incoming VPUE will oversee the continued development and

implementation of GenEd to ensure that all undergraduate students develop the necessary curricular competencies for success. Additionally, the incoming VPUE, through the work of the Career Center and in collaboration with professional development initiatives across schools, colleges, and academic units, will guide a strategic shift towards a career ecosystem model of career development. This model will aim to holistically prepare students with the skills they need to succeed upon graduation through embedded coursework, milestones, and learning opportunities such as experiential learning, internships, undergraduate research, and community engagement.

Lead an agile, collaborative, and mission-driven team of high-performing professionals.

The Undergraduate Education staff is composed of mission-driven individuals who are committed to undergraduate education and student achievement. The team of more than 30 full-time professionals and numerous student employees brings a wealth of institutional knowledge and relationships to the office. The successful VPUE will build upon the work and knowledge within the office while also considering ways to support their work even further. This next leader will inspire staff to think creatively about how they can be a model for collaboration across the university.

QUALIFICATIONS AND CHARACTERISTICS

Temple University seeks an experienced leader with knowledge of research and best practices related to undergraduate education, academic achievement, intellectual engagement, and career and professional development. While no one person will embody all the following, the successful VPUE candidate will bring many of the following professional qualifications, skills, experiences, and personal qualities:

- A scholarly record that merits appointment as a tenured faculty member at Temple or an earned doctorate or terminal degree, and a record of undergraduate teaching and relevant scholarship;
- An accomplished record in undergraduate teaching, as well as a minimum of five years of demonstrated experience and success in leadership roles in academic affairs.
- Proven ability to build and maintain effective partnerships and work collaboratively with campus leaders across a complex university; of particular importance is experience implementing learning opportunities, practices, and policies that promote academic achievement and excellence.
- Demonstrated ability to effectively mentor, supervise, and support staff with a strong orientation toward collaboration, teamwork, transparency, accessibility, development, and accountability.
- Deep knowledge of current best practices and trends in undergraduate education with a strategic lens and affinity for change and continuous improvement through the use of data, learning, and program outcomes, and a willingness to look ahead, think big, and try new approaches.
- Sophisticated communication and interpersonal skills that inspire and build trust and confidence; a track record of effective communication with a wide variety of stakeholders, generating collaborative, creative energy, and a sense of abundance.
- Wisdom, judgment, and demonstrated ability to identify and analyze a variety of issues and problems, making recommendations for policy change and/or taking action to resolve them.

- An engaged university leader with well-developed political and diplomatic skills, adept at effectively presenting information to university leadership and externally representing the institution's missions and goals.
- Strong business acumen and a proven track record of managing a sizeable team and budget; demonstrated successful stewardship of physical, financial, and human resources; aptitude for leading organizations through times of change while promoting a joyful work environment.
- Commitment to support, develop, and further the mission, vision, and institutional values of Temple; the ability to thrive in a public, urban institution with humility, personal and professional integrity, resilience, and a genuine ability to see the possibilities and the best in others.

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: <https://www.imsearch.com/open-searches/temple-university/vpue>.

Keight Tucker Kennedy, *Managing Partner (she/her)*

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Isaacson, Miller

Temple University is committed to a policy of equal opportunity for all in every aspect of its operations, including employment, service, and educational programs. The University does not discriminate on the basis of age, color, disability, marital status, national origin or ethnic origin, race, religion, sex (including pregnancy), sexual orientation, gender identity, genetic information, or veteran status.

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