



Assistant Vice President of Health & Wellness  
Tulane University  
Division of Student Affairs  
New Orleans, Louisiana

## THE SEARCH

Tulane University seeks an experienced student-centered health and wellness leader to serve as the institution's Assistant Vice President for Health & Wellness (AVP) within the Division of Student Affairs. The AVP will serve as a guiding voice for programs, services, and spaces dedicated to ensuring each Tulane student experiences a supportive and healthy environment. The AVP will join Tulane at a time of ongoing and exciting upward momentum. This is an extraordinary opportunity to join a highly functioning division comprised of a remarkably talented student affairs team with a legacy of unwavering support and commitment to students.

Tulane University offers degrees across an attractive array of ten schools and colleges with approximately 8,500 undergraduate and 5,900 graduate and professional students. The university is enriched by its location and relationship with the city of New Orleans, which provides incredible opportunities for fostering engagement and community. Under the mission and vision of the Division of Student Affairs, the AVP will have the opportunity to shape the future of student health and wellness at Tulane University.

Reporting to the Vice President of Student Affairs, the AVP will be a visionary and team-oriented leader who can set a strategic direction, foster a culture of collaboration and excellence, and inspire and motivate a high-performing team to deliver high-quality, innovative, and student-centered programs and services. The AVP oversees a comprehensive portfolio of five health and well-being focused departments, guiding senior leaders and staff to operate at the top of their expertise. By championing teaming, creative solutions, and evidence-based practices, the AVP will ensure that Tulane remains at the forefront of promoting healthy behaviors, reducing risk, providing excellent care, and supporting the holistic success of its diverse student community.

Beyond facilitating strategy and operational excellence, this position calls for a dynamic executive who excels in supervision and culture building. The AVP should be experienced and effective in leading and

motivating people with a focus on continuous improvement across their portfolio. As a member of the Student Affairs senior leadership team, the AVP will work with colleagues to provide strategic direction to the division.

The AVP role at Tulane University is an opportunity to lead transformative and lasting impact on the health and success of Tulane students and the employees that support them. The ideal candidate is an experienced manager, strategist, and collaborator with a professional background reflected in the AVP's portfolio such as mental health counseling, public health, wellness and recreation, and/or healthcare.

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

## ABOUT TULANE UNIVERSITY

Tulane University traces its origins to 1834 and today it is a member of the prestigious Association of American Universities with a deep commitment to the highest quality research and teaching. The University has an operating budget of just over \$1 billion and an endowment of \$2 billion with over 1,200 full-time faculty members and a staff of approximately 2,900. Tulane attracts an outstanding student body that is both intellectually curious and driven by community engagement. The University's 8:1 undergraduate student-faculty ratio allows Tulane undergraduates to receive the personalized attention of a smaller liberal arts college along with the resources of a major research institution. Additionally, Tulane offers over 200 graduate degree programs across nine schools. In 2006, Tulane became the first major research institution to require public service as a graduation requirement for undergraduates, which led to the Carnegie Foundation recognizing Tulane with its Community Engagement Classification. Tulane is also the most national university in the country, with its undergraduates traveling further to attend college, on average, than those of any other university. As such, it plays a valuable role in recruiting talent to New Orleans, with about 20% of all Tulane graduates staying in Louisiana after graduation. Tulane University continues its impressive ties with the New Orleans community and was recently named "the most engaged in the community" by the Princeton Review.

Student success is on an upward trajectory with a 93% retention rate and 87% graduate six-year graduate rate. The newest class of Tulane students hails from 49 states and territories, 36 countries, with 28% identifying as people of color, 63% female, and a record-setting 14% are first-generation college students.

Student life is vibrant at Tulane's uptown and downtown campuses. Known as the Green Wave, Tulane athletes compete in 16 sports in the American Athletic Conference. There are more than 300 student organizations on campus. The extensive list of organizations includes the Tulane Undergraduate Assembly, which advocates for the entire undergraduate student body and works closely with Student Affairs. Similarly, the Graduate and Professional Student Association is the unifying body of Tulane's graduate and professional divisions and is a vital partner to the Division. Another aspect of Tulane student life includes the Greek-letter organization community, comprised of 25 fraternities and sororities and over

3,100 members. The fraternity and sorority community is remarkably engaged with the university and New Orleans.

With a three-year live-on requirement for undergraduate students, over 4,500 undergraduate residents from 49 states call Tulane's campus home. The newly opened River and Lake Residence Halls, which are part of the ongoing Village project, are part of the largest capital investment in Tulane's history that will transform student opportunities on the uptown campus. The next phase of the Village, Bayou and Fogleman, opened in August.

Another notable community space is the Lavin-Bernick Center for University Life and The Commons, which serves as a hub for campus life that houses meeting space, campus programming, dining options, the bookstore, student involvement opportunities, and many other student resources. Whether it's serving over 26,000 in-patient visits in Campus Health & Wellness annually, or offering more than 70 group exercise classes weekly through Campus Recreation, there are abundant opportunities for engagement, support, and community at Tulane.

Tulane's downtown campus is a central hub for the university's clinical, research, and professional education activities, anchored in the heart of New Orleans' Central Business District. Home to the School of Medicine, School of Public Health and Tropical Medicine, School of Social Work, and a range of nationally recognized research centers and clinical programs, the campus plays a critical role in advancing health equity, biomedical research, and community-engaged scholarship. Its close partnerships with Tulane Medical Center, University Medical Center New Orleans, the Southeast Louisiana Veterans Health Care System, and numerous public and private organizations position the downtown campus as a key driver of innovation, interprofessional collaboration, and regional impact. Located minutes from Tulane's Uptown campus, the downtown campus offers a dynamic, urban academic environment deeply connected to the health and wellbeing of New Orleans and the Gulf.

## ABOUT THE DIVISION OF STUDENT AFFAIRS

Tulane University's Division of Student Affairs serves undergraduate, graduate, and professional students. The Division's mission is to cultivate support, connection, and growth throughout the student experience. Dedicated to fostering a community where everyone thrives, Student Affairs provides excellence and innovation in housing, health, support, and counseling as well as recreation, venues for understanding, and opportunities for resolution. Student affairs steadfastly supports students. Whether through educational opportunities and programs, building a healthier campus, or during times of crisis, the division embodies Tulane's motto "non Sibi, sed suis" or "not for oneself, but for one's own."

The Division supports the academic mission of the University, develops students at the individual and community level, and ensures each Tulane student's experiences a supportive, healthy, and academically excellent environment. The work of the Division is built upon the values of personal development, care and thriving, serving all students, and values-driven resource management and stewardship.

Student Affairs is comprised of the following departments: Campus Health & Wellness, Campus Recreation, Case Management & Victim Support Services, the Counseling Center, Family Programs, Fraternity & Sorority Programs, the Goldman Center for Student Accessibility, Housing & Residence Life, the Lavin-Bernick Center for University Life, Religious Life, Student Conduct, Student Resources & Support Services, and The Well for Health Promotion.

The Division of Student Affairs is led by Dr. Sarah Cunningham, who joined Tulane in August 2024. Prior to moving to New Orleans, she served as the Vice President of Student Development at Saint Louis University. In this role Sarah oversaw twelve units including the University's Department of Public Safety. Sarah's prior roles include Assistant Vice Provost for Student Life Strategy and Policy at Johns Hopkins University, and Executive Director for Student Leadership, Involvement and Student Life Centers and Assistant Dean of Students at the University of Chicago. Prior to UChicago, she also worked at the University of Florida, George Mason University, and at Slippery Rock University. Sarah has contributed to the field of student affairs for over twenty years.

### **Campus Health & Wellness**

The mission of the integrated Campus Health & Wellness team is to advance the health and well-being of Tulanians by providing a comprehensive suite of services and educational opportunities that emphasize all modes of care—prevention, maintenance, and treatment. Staff are committed to espousing the values of inclusivity, respect, integrity, collaboration, and compassion in all forms of work and in welcoming spaces that foster community engagement and provide high-quality care. The Campus Health & Wellness Team is comprised of approximately 100 full-time and graduate employees, in addition to student employees. The Campus Health & Wellness portfolio includes: Campus Health, Campus Recreation, Counseling & Psychiatric Services, Health & Wellness Operations & Finance, and Health Initiatives, Prevention Services, & Digital Strategies.

### **ROLE OF THE ASSISTANT VICE PRESIDENT FOR CAMPUS HEALTH & WELLNESS**

Reporting to the Vice President of Student Affairs and based in the Uptown Campus's Lavin-Bernick Center for University Life, the Assistant Vice President of Health and Wellness provides strategic leadership and senior management of the development, implementation, assessment, and continuous improvement of all student health and well-being services, programs, and initiatives. This position facilitates collaboration across the Health and Wellness team to provide comprehensive, integrated, collaborative care to students; promotes a strategic and holistic vision for student health and well-being at the University; and leads a culture where all staff can thrive and positively impact the development of students. This leader also collaborates with faculty, staff, and students to shepherd the development of a healthy and flourishing campus ecosystem to support student outcomes.

The AVP will look to leverage the expertise and opportunities for collaboration across a portfolio of offices that serve the holistic needs of undergraduate, graduate, and professional students across Tulane's

Uptown and Downtown Campuses. This person also serves as a member of the Vice President for Student Affairs Senior Leadership Team and the AVP Team, assisting with the overall leadership of the Division of Student Affairs. The AVP serves in a dean on-call rotation, is a lead convener and facilitator during relevant and/or campus-wide crisis and emergency management situations (including but not limited to weather-related emergencies and evacuations) and serves as a subject matter expert on appropriate university committees.

The AVP supervises a team of six direct reports, who are: the Director of Campus Health, Director of Campus Recreation, Director of Counseling & Psychiatric Services, Director of Health and Wellness Operations & Finance, and the Director of Health Initiatives, Prevention Services, and Digital Strategies.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE ASSISTANT VICE PRESIDENT FOR CAMPUS HEALTH & WELLNESS**

To be successful, the Assistant Vice President for Campus Health & Wellness will address the following key opportunities and challenges:

### **Cultivate a strong and cohesive internal organizational culture**

The incoming Assistant Vice President will inherit a talented multi-disciplinary team of directors and other staff who are deeply committed to student health and wellness and possess expertise in their respective disciplines. The portfolio is ready for leadership that can further connect its units and build a fully integrated, collaborative team culture with lasting stability. The most pressing challenge ahead is to unify these units under a shared vision of holistic wellness and develop the workplace culture. This opportunity calls for a transformational leader who can enhance relationship-building, foster trust, and implement culture-changing initiatives. As a supervisor, the AVP will also develop and recognize staff, as well as consistently uphold accountability structures. High emotional intelligence, leading with integrity, conflict resolution skills, and a collaborative mindset will be essential in creating an environment where all staff feel valued, supported, and engaged. Success will mean building a cohesive team that thrives on mutual respect and shared purpose, which ultimately enhances the overall student experience.

### **Champion excellence, relationships, and innovation**

Tulane University's Division of Student Affairs seeks a visionary leader who can preserve areas of excellence while driving innovation. The AVP will consistently champion creative approaches to health and wellness through sustained engagement with their team and leveraging their collective expertise. Additionally, the AVP should capitalize on emerging trends in technology such as telehealth and evolving care models to meet students where they are and increase overall student engagement and satisfaction with the services, programs, and spaces facilitated by the health and wellness team. This is an opportunity to elevate Tulane's reputation as a national leader in college health and wellness by translating best practices into measurable outcomes.

To be successful, the AVP will need to be approachable and forge strong relationships across both Tulane campuses and beyond. It is expected that the AVP and their team will be inclusive of all students, including graduate and professional students. The AVP should be comfortable operating in an organizational culture where students and their parents are frequently and highly engaged. Through their leadership and myriad interactions with stakeholders, the AVP will serve as a visible advocate and representative for student wellness and ensures that all services are not only operating at their best, but also deeply connected to the campus community.

**Foster and advance a comprehensive and forward-thinking strategy grounded in holistic student wellness**

Student wellness is central to academic success and campus life at Tulane University. The AVP will step into a setting where all units in the portfolio are operating effectively. The AVP will need to preserve and enhance what makes these units great while focusing efforts to align health and wellness initiatives with the university's strategic priorities, moving beyond traditional frameworks to embrace a holistic approach. The AVP will have the opportunity to collaboratively devise and implement strategy, and sustain momentum towards implementation and assessment. The AVP will consistently prioritize and utilize data, especially in showcasing their portfolio's impact and effectiveness, and in crafting and pursuing strategy.

The AVP's strategic pursuits should be forward-thinking and directly address staff and student needs by consistently supporting excellence and innovation in their portfolio. Some, but not all, components of the strategic work ahead includes addressing mental health challenges, substance use, developing healthy habits, and the unique needs of a high-achieving, diverse student population. Relatedly, ensuring that the operational infrastructure, including equipment, systems, and staff compensation, are on-par with industry and national standards. It is vital that the AVP creates and leads a strategy that is inclusive of all areas of their portfolio, which is broad and varied, but all committed to student wellness. By centering the student experience, the AVP will ensure Tulane remains a model for integrated, forward-thinking wellness strategies.

## **Collaborate, engage, and communicate with the University community**

The AVP will serve as the university's student wellness champion, building bridges across departments and fostering meaningful engagement with students, faculty, and staff. This position requires exceptional communication skills and a commitment to transparency, ensuring that health and wellness services are understood and accessible. To do so effectively, the AVP will strengthen partnerships and create norms for respectful and sustained collaboration. Forming and sustaining partnerships, such as with the School of Medicine or the Office of Emergency Preparedness, will be an important part of the role the AVP thoughtfully and authentically pursues. Another important component of the role is related to risk and crisis management. Given the nature of their portfolio, the AVP will need to uphold standards that mitigate risk and preserve student and staff safety. The AVP will also be called upon to lead in times of crisis, and should bring experience in managing emergencies, especially those related to public health. By advocating at the highest levels, being a consummate campus partner, and maintaining a visible presence on campus, the AVP will position health and wellness as a shared priority and a cornerstone of institutional and student success.

## **QUALIFICATIONS AND CHARACTERISTICS**

Tulane seeks in its Assistant Vice President for Campus Health & Wellness an exceptional student-centered leader. The University seeks candidates who bring the following skills and experiences.

### **Required Skills & Qualifications:**

- Master's degree in relevant professional discipline (e.g., health, counseling/psychology, health promotion, campus recreation, student affairs, or closely related field).
- Seven years of relevant progressive leadership and track record of success in management and supervision of health, mental health, health promotion, and/or campus recreation office(s).
- Knowledge of current and emerging college student health and well-being issues and trends, relevant strategies for mitigating student risk, provision of healthcare and mental health services, and effective approaches for prevention and health promotion to support student flourishing.
- Demonstrated ability to utilize data, organize, lead and project manage, and facilitate the organization of team members and campus constituents to support the development, implementation, and evaluation of comprehensive health and well-being strategy.
- Demonstrated commitment to provide critical and collaborative leadership, vision, and direction to create an affirming environment that reflects the uniqueness of students and enables every student to thrive within the Tulane community.
- Knowledge of best practices in human resource management, with evidence of excellent recruitment and retention of high performing professionals, effective utilization of performance management strategies to maximize outcomes, and ability to create high performing and collegial teams of experts.

- Experience and understanding of how to leverage the value of relevant accreditation standards (e.g., AAAHC, IACS, etc.) and associated continuous quality improvement expectations across healthcare, campus recreation, health promotion, and mental health areas.
- Ability to maximize human, fiscal, and space resources, looking for opportunities for integration, alignment, and synergy across service and portfolio offices.
- Experience with change management and balancing a student-centered customer service approach with sustainable services and operations.
- Demonstrate a high level of verbal and written communication skill over a range of responsibilities including emergency management and crisis situations, university fundraising and advancement, and internal and external facing community engagement.

#### **Preferred Skills & Qualifications:**

- A minimum of three years of experience overseeing or directing offices responsible for integrated or collaborative holistic health and wellbeing services, initiatives, and interventions in an institution of higher education.
- Experience with effective utilization of telehealth clinical care and hybrid-remote work models.
- Experience with data, assessment, analytics and storytelling.
- Demonstrated record of effective utilization of marketing and communications to advance student awareness and engagement in health, mental health, health promotion, and campus recreation opportunities.
- Advanced knowledge of budget preparation, principles of accounting and fiscal management.
- Experience overseeing high quality student-run EMS services to support healthcare outcomes and student leadership strategies.
- Experience with highly effective and creative development and use of data sources to determine and drive health and well-being strategy and tell the story of the work of health and well-being teams and further develop campus champions for student well-being.
- Demonstrated record of creative engagement with faculty to integrate well-being practices across the spectrum of student experience, in support of student success outcomes.
- Completion of relevant emergency management and/or incident command training (e.g., FEMA NIMS, Red Cross, etc.).
- Demonstrated leadership developing and implementing strategies aligned with health promoting campus impacts and outcomes, including the advocacy and implementation of student well-being in institutional planning and policy development.

#### **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/tulane-university/assistant-vice-president-campus-health-and-wellness>

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