

# WEBSTER UNIVERSITY

## PROVOST SEARCH PROSPECTUS



# THE SEARCH

Webster University, an independent global university, seeks an outstanding, collaborative and entrepreneurial leader to serve as its next provost. The provost will shape a clear academic vision that leverages Webster's strengths as a teaching university and positions the institution for sustainable growth both domestically and internationally through innovating new approaches to delivering high-quality learning outcomes for its students.

For more than a century, Webster has remained steadfast in its commitment to removing barriers and empowering students to pursue their transformative education. Once a student becomes part of the Webster Community, the University's mission is to nurture their skills, knowledge and personal growth, while cultivating their capacity to become engaged citizens who are ready to create meaningful change in their communities and the world.



Webster University's main campus is located in Webster Groves, Missouri — a welcoming, inner ring suburb of St. Louis ranked by Niche as one of the best suburbs in the state. Webster's identity as a global university is unique, offering students the opportunity to study at any of its campuses, with international locations in Geneva, Switzerland; Vienna, Austria; Athens, Greece; Leiden (Amsterdam) the Netherlands; Shanghai and Chengdu, China; Tblisi, the Republic of Georgia; Tashkent, Uzbekistan; and an additional domestic location in San Antonio, Texas.

Approximately 2,000 faculty members teach at Webster's campuses worldwide, including 160 full-time and 1,200 part-time faculty members at its U.S. campuses. Webster serves more than 15,000 students, with 33% of those attending domestic campuses, 57% at its international campuses and about 10% taking courses online.

The position requires a leader who seeks to innovate new ways of delivering learning in the higher ed environment, while building upon the successful traditional methods of the past. The provost will provide strategic and operational academic leadership across Webster's Global Community, serving as the critical link between the global academic teams and ensuring collaboration, transparent communications, and integration of all policies, processes and practices across Webster's diverse system. They will act as a bridge between academics and administration, communicate effectively up, down and across the organization, and execute effective strategic management processes. By showcasing Webster's strengths and aligning academic structures with sustainable practices, the provost will help drive the university forward while advancing its mission and community.

Webster University has retained Isaacson, Miller, a national executive search firm, to assist with this important recruitment. All inquiries, applications and nominations should be directed to the search firm as indicated at the end of this document.

# ABOUT WEBSTER UNIVERSITY

Webster University was founded in 1915 with a bold vision to provide education for women, making Webster one of the first women's colleges west of the Mississippi. The transition in 1967 to a coeducational institution paved the way for growth and expansion. Today, Webster is an independent global university with locations in the United States, Europe and Asia, and in a robust online learning environment.

Webster continues to honor the pioneering spirit of its founders by ensuring higher education is available and accessible to all. Working to remove barriers — whether they are financial, cultural or geographical — is an integral part of the University's mission to nurture the skills, knowledge and personal growth of students and learners who are engaged citizens, ready to create meaningful change in their communities and the world. The next generation of students should have access to unique learning experiences that will prepare them for global citizenship.

The intentional, passionate commitment to diversity has been a core value since Webster's founding. The University community understands that inclusion invites expressive dialogue, thought and inquiry from individuals with various backgrounds, which is the foundation for

innovation. Ensuring fair and equitable treatment is not just fundamental to Webster's identity, it is a basic tenant of civil society. Not only does Webster promote these values and practices across its campuses and in the classroom, but the University also provides resources for the greater community through hosting conferences and volunteering to care for underserved communities.

Emboldened by the success of their first century, Webster University looks to the future, focusing on four themes:

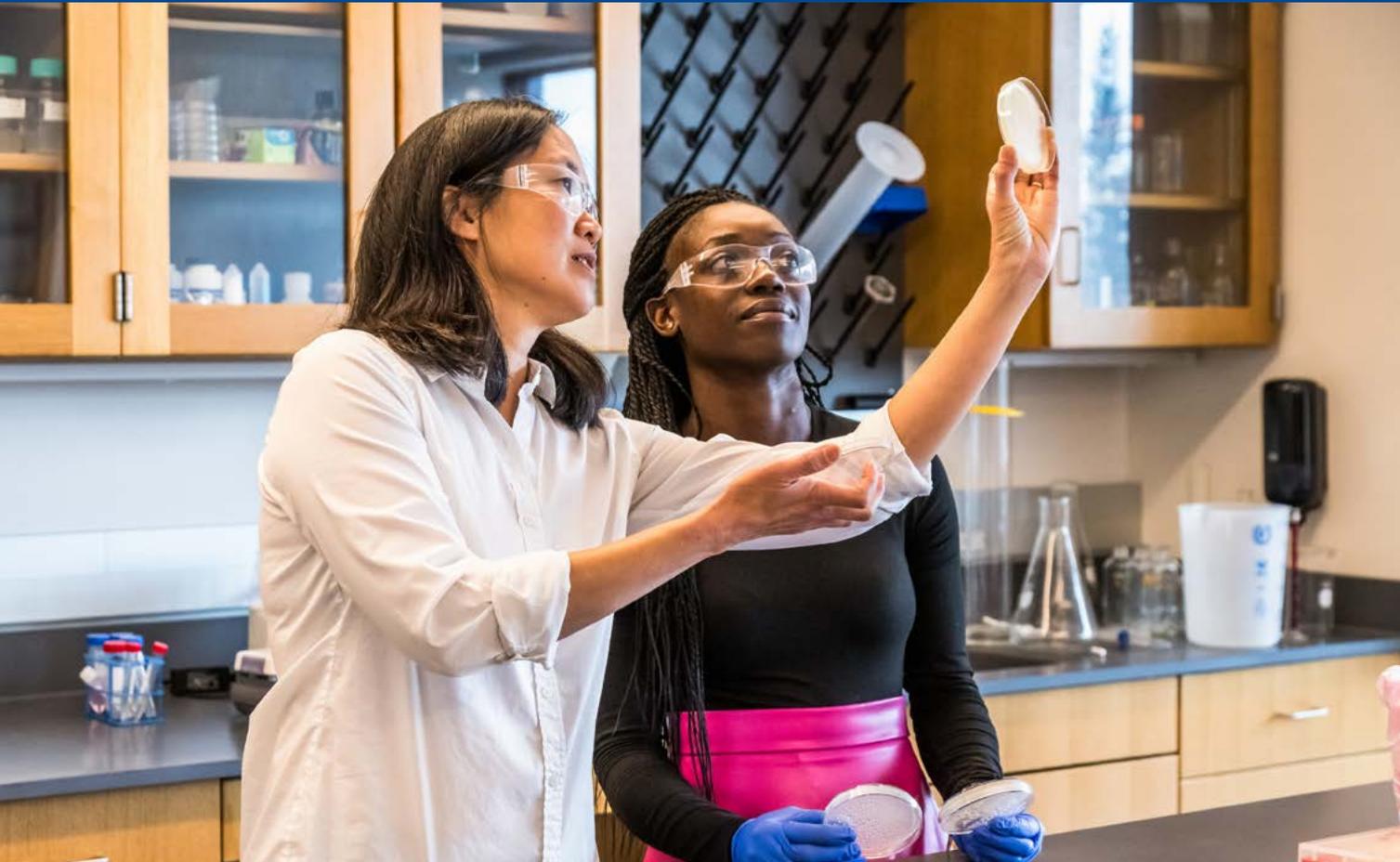
- Global innovation through inclusive leadership
- A global, student-centered experience
- A network of academic and operational excellence
- Strategic and sustainable development



# ACADEMICS AT WEBSTER UNIVERSITY

Webster University offers a diverse portfolio of academic degree programs at the Webster Groves campus, while targeting specific, highly demanded programs at its international locations. At the Webster Groves campus, undergraduate and graduate students can choose from a significant and varied in-person academic degree program portfolio and dozens of [certificate programs](#). Six schools and colleges based at the Webster Groves campus lead the curriculum development for the University:

- [College of Humanities and Social Sciences](#)
- [College of Science and Health](#)
- [George Herbert Walker School of Business & Technology](#)
- [Leigh Gerding College of Fine Arts](#)
- [School of Communications](#)
- [School of Education](#)



In working to increase the accessibility of their academic programs to all students, the University also offers a number of [undergraduate online](#) and [graduate online](#) programs that provide students the flexibility to obtain a high-quality education regardless of location. Six of these online programs were [recently listed](#) as among the best online programs in the United States in the 2026 U.S. News & World Report Online Programs Rankings, a testament to the originality of Webster's online programs. Unlike many other institutions of higher education, Webster University's online courses are taught by the same faculty who teach in-person, and Webster's online program was built from scratch, as the University was a pioneer in online learning. The University's educational approach is guided by the belief that students' success is achieved through close relationships with faculty and staff. Within the [academic resource center](#), students have access to support services, which include academic counseling, assistive technology, disability accommodations, a testing center, a tutoring program and writing services.

Webster students are immersed in the latest technology and facilities to help prepare them for their careers. In the ACBSP-accredited Walker School of Business & Technology, students have the opportunity to learn core skills for a successful career in nearly any industry. The Walker School is known for its innovative programs in artificial intelligence, data and business analytics and cybersecurity.

# ACADEMICS AT WEBSTER UNIVERSITY

The School of Communications recently underwent extensive renovations, offering students access to the same equipment used by many of the top film, video, sound recording and game design companies. The school recently added the region's first virtual cinema video wall and a state-of-the-art recording studio suite.

In 2017, Webster completed construction of a new interdisciplinary science building, Browning Hall, to prepare students for St. Louis' growing health care and technical industries. Browning Hall tripled the number of science labs on campus, including a human anatomy lab and nurse anesthesia simulation lab.

Students in the [Sargent Conservatory of Theatre Arts](#) study and train at the Loretto-Hilton Center for the Performing Arts, which is also home to two professional performing arts companies, Repertory Theatre St. Louis and Opera

Theatre of Saint Louis. The Loretto-Hilton Center is comprised of two theaters, two spacious dance studios, design spaces, fully equipped scene and costume shops, and light and sound labs.

Students are also encouraged to learn outside of labs and classrooms through experiential learning opportunities such as internships and field study. Preparing students for global citizenship is central to Webster's mission and educational approach. As such, the University offers a wide range of [study abroad opportunities](#). Students have the flexibility to spend their semesters studying at a Webster-owned international campus, hosted by a peer institution through Webster's international network of schools, or during shorter faculty-led trips to inspiring locations such as Costa Rica and Japan. About 12% of domestic undergraduate students have studied abroad, representing a significant opportunity given Webster's global reach.



## STUDENTS, FACULTY AND STAFF

Webster serves more than 15,000 students, with 33% of those attending domestic campuses, 57% at their international campuses and about 10% taking courses online. Approximately 2,000 faculty members teach at Webster's campuses worldwide, including 160 full-time and 1,200 part-time faculty members at its U.S. campuses. Faculty members pride themselves on being experts in their fields. Among Webster's faculty are a leading researcher on bees; a sound engineer who has worked on albums with music artists such as Nelly; and a communications expert who won a regional Edward R. Murrow Award. Supporting Webster students is a dedicated team of nearly 600 staff members who bring the University's mission and values to life each day.





# CAMPUS LOCATIONS

## MAIN CAMPUS AND U.S. CAMPUSES

Webster University's main campus is located in Webster Groves, Missouri, ranked by Niche as one of the best suburbs in the state. Visitors often feel at home when they tour Webster's 47-acre, tree-lined campus, which includes academic and administrative buildings, library, theaters, dormitories and university center.

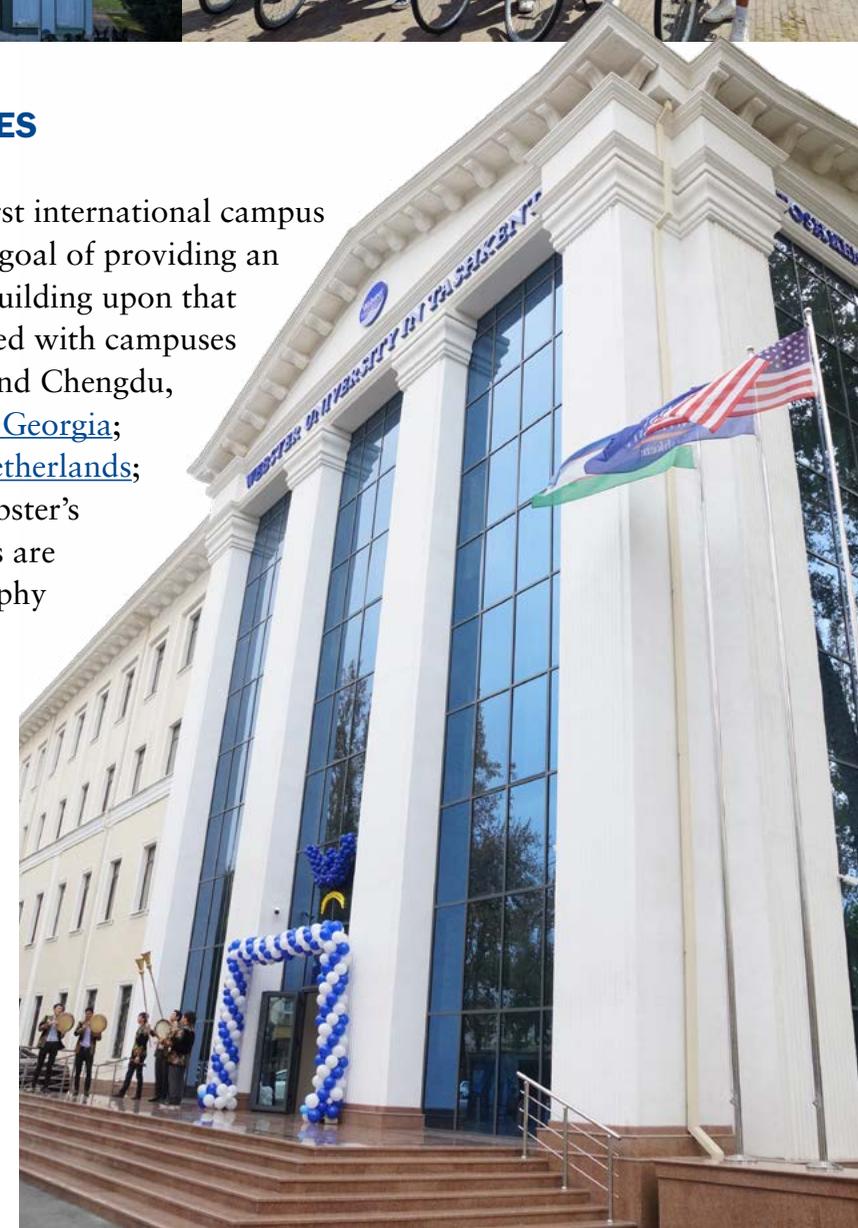
The campus blends in with the surrounding community and is within walking distance of eclectic shops, restaurants and small businesses. While Webster Groves offers its

own vibrant arts and entertainment scene, the suburb is centrally located, providing quick access to the St. Louis area's world-class cultural attractions, restaurants and professional sports teams. Nearby Forest Park is one of the country's largest urban parks and offers free admission to most of its attractions, including museums, an outdoor theater and the famous Saint Louis Zoo.

Webster also has a satellite campus in [San Antonio, Texas](#) offering a limited portfolio of academic programs.

## INTERNATIONAL CAMPUSES

In 1978, Webster opened its first international campus in [Geneva, Switzerland](#) with a goal of providing an American education abroad. Building upon that success, the University expanded with campuses in Vienna, [Austria](#); Shanghai and Chengdu, [China](#); Tbilisi, [the Republic of Georgia](#); Athens, [Greece](#); Leiden, [the Netherlands](#); and Tashkent, [Uzbekistan](#). Webster's thriving international locations are inspired by the history, geography and educational needs of their respective countries. The Vienna campus, for example, is housed in the historic Wenkheim Palace, just steps away from the bustling city center. In Tashkent, Webster is experiencing tremendous growth, prompting plans for the government to build a new, permanent home to accommodate increased enrollment.



# FINANCE AND BUDGET

Webster University is a tuition-dependent University with a current annual budget of approximately \$154 million. As of 2025, Webster's endowment holdings exceed \$66 million, providing long-term support for academic and student initiatives. Webster holds a "B1" credit rating with a stable outlook from Moody's Investors Service.



# UNIVERSITY LEADERSHIP

## PRESIDENT

Dr. Tim Keane was appointed Chancellor for Webster University in August 2024 and assumed the role of President in an administrative restructuring in April 2025.

A St. Louis native, Keane joined Webster with extensive experience in the private sector and in higher education. He served as Dean of the Knauss School of Business at the University of San Diego and as the founding Dean of the Business School at Regis University in Denver. He worked for nearly 20 years at Anheuser-Busch, Inc. (now AB InBev), before leaving to launch a software company. When that company was acquired, Keane launched a second career in higher ed.

Dr. Keane earned his PhD in Public Policy Analysis and Administration at SLU, holds an MBA from the University of Richmond in Virginia, and a Bachelor of Arts in Business Administration from Rollins College in Florida.

# ROLE OF THE PROVOST

Reporting to the president, the provost will be the University's chief academic officer, leading the [Office of Academic Affairs](#), which is charged with setting and implementing strategic and operational priorities to further excellence in teaching and learning, research, and creative endeavors. The provost will shape a clear academic vision that positions the institution for sustainable growth both domestically and internationally. They must embrace Webster as a teaching university with close faculty–student relationships, while identifying and championing the programs and areas where Webster can distinctly compete and grow. This leader, working with University leadership, will manage major restructuring and portfolio decisions — deciding what to stop, what to strengthen and how to right-size academic operations while transparently using data to build trust across faculty, staff, deans, donors, the board and the president.

The provost must be a collaborative, entrepreneurial and emotionally intelligent manager who can steward accreditation processes and provide leadership over the managing of international campuses, and continuing education initiatives. They will act as a bridge between academics and administration, communicate effectively up and down the organization, and execute strategic projects. By showcasing Webster's strengths and aligning academic structures with sustainable practices, the provost will help drive the University forward while advancing its mission and community.

The provost will lead a team of administrators, including the deans of the University's six colleges and schools as well as senior leaders in [academic affairs](#), [library services](#), [athletics](#), [student affairs](#) and community resource development.





# KEY OPPORTUNITIES AND CHALLENGES FOR THE PROVOST

The next provost of Webster University, will lead in leveraging Webster's strengths to seize the following opportunities:

- ***Develop of a market-driven, mission inspired academic strategy:*** Responding to shifting enrollment patterns, the provost will partner with University leadership to develop an academic strategy that strengthens student demand across all campuses and diversifies revenue through academic program portfolio optimization. These efforts will be critical to Webster's long-term sustainability as the University promotes its unique brand to targeted student populations. The incoming provost will craft an innovative, integrated academic vision that leverages Webster's existing strengths and drives strategic decision-making. With a clear understanding of the external, competitive and industry environments, the provost must champion data-informed decision-making and use analytics to guide academic priorities. This leader must translate Webster's unique position in the challenging higher ed market into an academic strategy that inspires optimism.
- ***Implementation of data-informed curriculum program review:*** As Webster looks to the future and pursues an evolving, responsibility-aligned budgeting approach, the provost will provide leadership in the review and redeploying of the institution's academic offerings to align with external demand and financial realities. The provost will collaborate with deans, chairs and faculty as well as industry and community partners to ensure that Webster's academic offerings drive enrollment and diversify revenue. With intentional focus on improving domestic undergraduate outcomes, the provost will bring closure to the actions defined in the comprehensive Academic Program Prioritization initiative launched last year. Additionally, the provost will lead in seeking new opportunities to grow graduate and online programs, continuing education and stackable credentials. The provost will also work with University leadership and enrollment management to ensure that Webster's current and future academic programs are effectively packaged and marketed to appeal to targeted student populations.
- ***Student Retention and Success:*** Strengthening retention initiatives, support services and targeted interventions will be a priority for the provost to ensure that all students are supported in their journey toward graduation and their professional pathways. The next provost will work closely with student affairs to champion student success programmatic efforts across all campuses and student populations, ensuring access to the resources necessary for their success and deepen connections



## KEY OPPORTUNITIES AND CHALLENGES FOR THE PROVOST

between classroom learning and co- and extracurricular experiences. The provost will be a strong advocate for experiential learning opportunities and champion a campus environment where classroom knowledge is enriched by hands-on learning and real-world engagement at all campus locations.

- ***International Campus Network as an Asset:*** Webster University's long-standing global campus network is a distinctive asset that brings significant opportunities for growth but often necessitates a complex operational structure due to the various external environments in which each campus operates. The provost will steward these entrepreneurial international efforts while identifying ways to leverage the global footprint to broaden student appeal and strengthen Webster's worldwide reputation. Working closely with leadership in Webster Groves and across all international campuses, the provost will develop a deep understanding of each location's unique priorities. As the University considers its future, this leader will guide how the global campuses fit into the larger Webster ecosystem — honoring the individuality of each site while ensuring they contribute to a cohesive, mission-aligned whole.
- ***Building a cohesive, global faculty and staff culture:*** During/after a period of restructuring the operations of the Webster Groves campus, it will be essential for the next provost to continue the work of developing and enhancing relationships and prioritizing support where needed to faculty and staff members. Focusing on the future, the provost will strive to create a sense of cohesion, transparency, trust, and positive morale amongst faculty, staff, and administration across all of Webster's locations. Acknowledging that resource allocation and program decisions directly affect faculty, staff, and students, the provost will strive to create an environment in which the contributions of all members of the community committed to Webster University's thriving are recognized, valued and celebrated. The provost will prioritize supporting mentorship and professional development that allows faculty and staff to grow in their careers and develop strong relationships within a true shared governance structure that empowers all those in Webster's diverse and global community with an appropriate share of voice. Building a cohesive culture will require the transparency and openness of communication. The provost will strive to objectively balance the varying interests to ensure the requisite changes are implemented efficiently and effectively.

# QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will possess most, if not all, of the following qualifications and experience:

- A distinguished career as an educator with a commitment to developing new knowledge and advancing learning outcomes for students, with a record appropriate for a position as a tenured full professor at Webster University.
- A record of outstanding academic leadership and the experience, vision, and energy to manage organizational change that incorporates Webster University's mission, vision, values and commitment to being innovative, global and diverse.
- A global mindset and bridge-building experience, including work with international campuses and cross-disciplinary collaboration.
- High emotional intelligence, with the capacity to motivate a commitment to the organization across all constituents.
- Proven strategic management acumen, including financial aptitude, organizational development, strategic and operational planning, budgeting and innovative thinking.
- Commitment to higher education as a public good, with strong support for students developing critical, design and systems thinking.
- Consultative, innovative, timely, and confident decision-making style.
- Experience building streams of resources beyond tuition revenue from academic degree programs, and strong potential for cultivating external relationships.
- Ability to break down barriers and act quickly when needed, fostering unity of purpose among stakeholders.
- Inspirational, authentic leadership with impeccable integrity, presence, credibility and humility that will engender trust among all members of the Webster University global community.
- Track record of developing and executing projects delivered on time, within budget, sustained and expanded.
- Project management and systems-thinking skills, detail-oriented and able to translate expertise into best-practice systems.
- Experience in overseeing accreditations and external reporting of institutional academic outcomes.
- Nuanced understanding of admissions, enrollment, retention and student affairs.



# 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](#).

Greg Esposito, Partner  
David Grimes, Senior Associate  
Ryan Smillie, Senior Search Coordinator  
Isaacson, Miller

Webster University operates under a policy of providing equal employment opportunities to all employees and employment applicants without regard to race, religion, creed, color, national origin, sex, pregnancy, sexual orientation, gender identity, age, ancestry, physical or mental disability, genetic information, marital status or any other classification protected by any applicable law.

*This document has been prepared based on the information provided by Webster University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Webster University would supersede any conflicting information in this document.*

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