



**Provost**  
**University of Pennsylvania**  
**Philadelphia, Pennsylvania**

## **THE SEARCH**

The University of Pennsylvania (Penn) seeks an eminent academic with proven strategic and collaborative leadership skills to serve as its next Provost. As the chief academic officer of the University, the Provost is responsible to Penn's President for the conduct, coordination, and quality of all of its academic programs, research activities, and student life and services. The Provost's overall charge is to ensure that Penn's faculty and academic programs are at the forefront of American and global higher education. The Provost is the leader of the Deans and the schools, and as chair of the Provost Staff Conference, bears a singular responsibility for ensuring the highest academic standards in the recruitment, promotion, and retention of faculty. The Provost works closely and collaboratively with the President, Vice Presidents, and the other senior leaders of the University to manage Penn's resources to achieve its academic and institutional goals.

The Provost leads a large and diverse portfolio that advances Penn's academic mission, overseeing the Vice Provosts for Education, Faculty, Global Initiatives, Libraries, Research, University Life, Student Engagement, and the Vice Provost and Dean of Admissions, as well as the Directors of Recreation and Intramural Athletics, the Penn Museum, and the Penn Press. The Provost also has responsibility for Penn's initiatives in arts and culture and online learning and is a key leader of Penn's diversity and inclusion strategies and efforts. The Provost leads a variety of councils that inform and guide academic decision-making and has responsibility for University-wide centers and institutes.

The successful Provost candidate will present academic credentials and experience that qualify for appointment as a full professor with tenure in one or more of Penn's schools. They will demonstrate an uncompromising commitment to academic excellence and impeccable academic judgment; an unwavering ethical compass; a commitment to diversity in all its forms; and a demonstrated track record

of interdisciplinary thinking. They will bring strategic, visionary, and entrepreneurial leadership; a global outlook; and an effective and enthusiastic approach to outreach and communication.

## **THE UNIVERSITY OF PENNSYLVANIA**

The University of Pennsylvania is one of the world's leading teaching and research universities situated in a dynamic and complex urban environment. Founded by Benjamin Franklin, Penn has a storied, egalitarian, and pragmatic history and is among the oldest institutions of higher education in the nation. For a period spanning nearly three centuries, Penn has embodied Franklin's maxim that the noblest question in the world is to ask what good we may do in it.

Beginning in the eighteenth century, the University was a global pioneer in undergraduate liberal arts education, graduate and professional study, and supporting interconnections among scholarly and teaching programs in the arts and sciences and the professions. With 12 schools located on a single, compact, urban campus alongside the University's flagship hospital and medical center, Penn's geographical unity fosters an integrated, collegial, and collaborative approach to teaching, research, service, and patient care that is central to the University's vision, mission, values, and culture.

### *Undergraduate Education*

Penn's undergraduate programs—offered by the School of Arts and Sciences, the School of Engineering and Applied Science, the School of Nursing, and the Wharton School—are strongly committed to recruiting the world's most talented and diverse students. Overall, Penn enrolls approximately 10,000 undergraduates across the four undergraduate schools. Admissions are among the most competitive in the nation, with more than 54,000 undergraduate applications annually; admission rates are under 7%, with a 68% yield on accepted students. Nearly one-quarter of the Class of 2026 are underrepresented minorities, 18% are the first in their families to attend a four-year college, and 19% are eligible for Pell Grants. Penn is committed to need-blind admission and to meeting the full demonstrated need of all eligible undergraduates and has implemented an entirely need-based, no loan/all-grant financial aid program for undergraduates. Over the past decade, Penn students have been awarded three Mitchell Scholarships, eight Truman Scholarships, nine Marshall Scholarships, and ten Rhodes Scholarships.

### *Graduate and Professional Education*

Penn pioneered professional education in the United States and continues to set the pace today with outstanding graduate and professional programs. Penn's graduate and professional programs emphasize the integration of knowledge across boundaries and disciplines, and the University offers nearly 300 graduate degrees and certificates which enroll approximately 12,000 students. In Penn's decentralized model, professional master's and first professional degrees (e.g., M.D., J.D., D.M.D., etc.) are largely managed by the schools and their Deans. However, research master's and Ph.D. programs are overseen

centrally by the Provost, the Deputy Provost, the Vice Provost for Education, and the Graduate Council of the Faculties.

### *Faculty*

Penn is home to a distinguished faculty, including more than 2,800 standing faculty members and 2,200 associated faculty who are crucial to the teaching, research, and professional programs of the University. Through systematic investments across schools, Penn is home to a large and growing cadre of the academy's most innovative and sought-after teachers and scholars. In the past two decades, Penn faculty have received 10 MacArthur "Genius" Awards, four Pulitzer Prizes, the Nobel Prize, the National Medal of Science, and numerous other national and international recognitions and fellowships. The Penn Integrates Knowledge (PIK) professorships recruit faculty renowned for their groundbreaking, discipline-defying work.

Penn has also made significant efforts to increase the diversity of its faculty. Penn's Action Plan for Faculty Diversity and Excellence, which outlines an extensive plan to recruit, retain, and mentor ever more distinguished and diverse faculty, was launched with a long-term strategic, financial, and cultural commitment to inclusion and diversity from the President, Provost, and the 12 Deans. Since the Action Plan was spearheaded in 2011, Penn has seen a 22% increase in female faculty and a 46% increase in underrepresented minority faculty.

### *Research*

With more than \$1.2 billion in annual R&D awards and expenditures—including nearly \$600 million in annual support from the National Institutes of Health—Penn is one of the nation's top research universities and home to nearly 200 research centers and institutes. Penn's research programs not only generate important new knowledge in the fields of medicine, technology, business, science, and beyond, but also apply this knowledge to improve the lives of individuals and communities at home and around the world. The Penn Center for Innovation (PCI) helps to translate Penn discoveries and ideas into new products and businesses for the benefit of society. The University values scholarship and leverages its research, learning, practice, and service to improve the quality of life on campus, in the region, and around the world.

### *Campus and Planning*

The Penn Connects, Penn Connects 2.0, and now Penn Connects 3.0 road maps have included massive improvements of facilities and growth of green spaces on Penn's contiguous University and medical campuses. Over the past decade, Penn has invested hundreds of millions of dollars in new facilities and more than \$500 million in renovations to its college house system. Campus plans have focused on energy conservation, whether through new construction, infrastructure, or public transit. Penn has recently

opened two exceptional new college houses, making possible its Second-Year Experience, which includes a two-year housing requirement for all undergraduates.

### *Community*

Penn is critical to the city of Philadelphia, and commitment to community and community service is a foundational value at Penn. The University recognizes that its future and the future of the city are inextricably linked. Penn's annual economic activity across the City of Philadelphia exceeds \$15.5 billion and results in more than 80,000 jobs. Approximately 16,000 university students, faculty, and staff participate in more than 300 Penn volunteer and community service programs and more than 60 academically based community service courses that are taught each year. Community service at Penn is primarily coordinated by Civic House (student volunteerism and advocacy), Fox Leadership Program (research and service fellowships and service learning), and the Barbara and Edward Netter Center for Community Partnerships (coordinates academically-based community service courses) which includes Penn VIPS (Volunteers in Public Service—faculty and staff volunteers). Community engagement is valued across Penn's schools, and the Provost plays an important role in supporting both scholarship and service.

### *Healthcare*

Penn Medicine, the \$8.8 billion umbrella organization consisting of the Perelman School of Medicine and the University of Pennsylvania Health System, represents one of the largest, most diversified, and well-integrated academic medical centers and health systems in the country. The Perelman School of Medicine has advanced steadily in both research and patient care rankings and is today home to some of the most advanced and exciting scholarship in the country, including breakthrough research in cellular and immune therapies, RNA-based vaccine technologies, cancer care, cardiovascular medicine, and brain science. The University of Pennsylvania Health System, which includes eight hospital facilities, has seen two decades of impressive growth: its revenues have grown substantially as has its network with the strategic addition of new inpatient and outpatient facilities across the region.

### *Finances and Budget*

Penn's annual budget for FY22 is \$12.5 billion in expenditures, with roughly \$3.7 billion in the academic expenditure budget and \$8.8 billion in the health system. Penn's financial model is a combined system of targeted central support and largely decentralized Responsibility Center Management (RCM), which Penn invented and adopted as a management model in 1974. Penn's RCM model blends strong Deans, who control their revenue streams, programs, and personnel, with a cohesive university-wide vision and central resources sufficient to unite schools and disciplines across the whole campus. Totalling more than \$20 billion as of June 30, 2021, Penn's endowment has been a top performer among the \$10 billion-plus nonprofit endowments.

### *Development and Alumni Relations*

The development and alumni relations program is one of the largest in the nation, and the University raised more than \$5.4 billion in its Power of Penn campaign, which had an original goal of \$4.1 billion and successfully concluded on June 30, 2021. This momentum continues and philanthropic support of Penn was approximately \$793 million in FY22. The 320,000 alumni worldwide are an engaged and committed community with a lifelong connection to the University.

### **THE ROLE OF THE PROVOST**

As the chief academic officer, the role of Provost is critical to intellectual life at Penn and to the continued progress in the University's academic mission. Reporting to Penn's ninth President, Liz Magill, the Provost works closely and collaboratively with the President, Vice Presidents, and the other senior officers to ensure the highest academic standards and manage Penn's resources to achieve its academic and institutional goals. As the leader of the Deans, the faculties, and the student body, the Provost will lead a large team that includes 12 Deans, eight Vice Provosts, and three Directors.

### **OPPORTUNITIES FOR LEADERSHIP**

The Provost will join the University at an exciting time, early in President Magill's tenure, as the next set of academic priorities are established. To ensure Penn's continued growth, vitality, and preeminence, the next Provost must successfully engage with the following opportunities:

#### **Provide strategic leadership and vision for the future of Penn**

The next Provost will work with the President, senior leadership team, Deans, faculty, staff, Trustees, students, and alumni to shape a vision for Penn's next chapter. At a time when the pandemic, social issues, and technology are having profound impacts for higher education, the Provost will need to be creative and adaptive in leading the University community with a goal of enhancing Penn's distinction, academic excellence, international reputation, and commitment to students. The Provost also plays an important role as an external ambassador, an advocate for Penn, and a visible and accessible leader to its many constituent groups.

#### **Recruit and retain an eminent faculty**

Penn's faculty personnel processes are principled and rigorous and command the respect of the Deans and the faculty. The Provost must demonstrate breadth and be able to recognize and judge intellect across the disciplines. The Provost chairs the Provost Staff Conference, an advisory body composed of critical academic administrators that considers proposals for academic appointments and promotions and includes half of the Deans on a semi-rotating basis. Chairing a widely respected, widely understood, and rigorous process will remain a core task of the new Provost.

In partnership with Penn's President and Deans, the Provost plays an essential role in building the quality, reputation, and diversity of Penn's faculty, especially in regard to recruitments across school and disciplinary boundaries, as in the Penn Integrates Knowledge program. In addition, the Provost works to ensure progress in recruiting and retaining faculty from traditionally underrepresented populations.

### **Lead and support the Deans and guide interdisciplinary collaboration**

Penn attracts remarkable Deans, and the Provost leads that team. The Provost must understand the broad academic and financial consequences of major initiatives in each of the 12 schools and provide oversight and guidance on the most consequential issues with honesty, clarity, and accuracy.

Academic planning at Penn is decentralized, and every school and department formulates plans and priorities, under the guidance and leadership of the Deans and Provost. As an advocate for the University as a whole, the Provost must lead the Deans to build both their own distinguished enterprises and an ever stronger and more eminent university. The Provost must have the intellectual breadth and curiosity to engage academic units across the disciplinary and professional spectrum, from the liberal arts to the sciences to the professions, and ensure that their plans are aligned with the overall university vision.

### **Champion Inclusion and Belonging**

The next Provost must be a leader in helping Penn continue to foster a culture of inclusion and belonging across the entire community of students, faculty, and staff. Penn recruits undergraduate and graduate students from diverse ethnic, racial, and socioeconomic communities and has prioritized the diversification of the faculty and staff. The new Provost must approach these efforts strategically and provide the creativity and resources to succeed in this area.

### **Strategically manage resources**

The next Provost, along with the entire administration, will be responsible for effectively – and boldly – connecting Penn's resources to its academic missions and aspirations. The University has historically done "more with less," and this foundation serves Penn well. The University's central budget has substantial resources, which are deployed strategically and efficiently to promote innovation, cross-school initiatives, and other institutional priorities. Deans also have significant budgetary authority, and Penn seeks a Provost who understands and appreciates the missions and budget models of the schools and the diverse perspectives of the Deans who manage them. The Provost must create a shared sense of academic goals and shape management perspectives and financial incentives to achieve these goals.

### **Further strengthen the Penn student experience**

University Life is part of the Provost's administrative center, and the Provost provides leadership and strategic vision for a broad range of initiatives to enrich and support the Penn student experience. University Life departments serve undergraduate, graduate, and professional students by providing academic, extracurricular, and career support. Penn Wellness, which includes student health, counseling, and health initiatives, has undergone substantial change and growth to support our students and ensure that they thrive at Penn. The University's college house system is also overseen by the Provost. The Provost will bring a thorough understanding of best practices in student affairs and the ability to support all students in reaching their fullest potential in terms of academic success, mental health, and wellness.

### **Support and advance the research mission**

The Provost will provide strong leadership to continue and enhance Penn's cutting-edge research across disciplines and fields. Working closely with the Senior Vice Provost for Research, the Provost will facilitate collaboration across the breadth of Penn's academic enterprise. The Provost will also lead efforts to review, promote, and support the advancement of infrastructure relevant to the research goals of the University, including information technologies, library resources, and classroom and laboratory facilities.

### **QUALIFICATIONS AND STRENGTHS**

The ideal candidate for Provost will possess these essential qualifications and strengths:

- **An uncompromising commitment to academic excellence, impeccable academic judgment, and academic credentials and experience that qualify for appointment as a full professor with tenure in one or more of Penn's schools.**
- **A steadfast and unwavering ethical compass.**
- **A record of achievement as an effective, energetic, strong, and collaborative leader and administrator** who evidences the capacity to lead Penn's academic enterprise in pursuit of the University's highest priorities; to oversee educational, student life, faculty affairs, and research functions; to manage financial resources, staff, and infrastructure; and to partner effectively with the President, Deans, Vice Presidents, other members of the University's senior leadership team, and the faculty.
- **A commitment to diversity in its broadest sense** (e.g., race, gender identity, gender expression, sexual orientation, disability, religious, socio-economic, intellectual, methodological, and disciplinary). Penn's Provost is first and foremost the leader of the Deans, the faculties, and the

student body. Recommended candidates should show strong evidence of being eager and able to lead, recruit, retain, and support a diverse and eminent faculty, student body, and staff.

- **An interdisciplinary thinker** committed to realizing Penn's unique opportunities to advance the integration of knowledge through collaborative activities across traditional scholarly and institutional boundaries and for the mutually productive engagement of the professions and the liberal arts and sciences.
- **A strategic, visionary, and entrepreneurial leader** with a proven ability to advance – in partnership with the President, the Deans, the faculty, and students – Penn's commitment to innovative understanding and discovery.
- **A global outlook** with a strong commitment to leading efforts to strengthen Penn's strategic engagement with local, national, and international communities.
- **An articulate, enthusiastic, and effective communicator** with the highest aspirations for Penn's standing and reputation.
- The commitment, ability, and desire to broadly engage the University community, collaborate with the President, the Deans, the Vice Presidents, and the faculty, staff, and students, and be a **close partner to the President and key member of the University's senior leadership team.**

#### TO APPLY

The University of Pennsylvania has retained Isaacson, Miller to assist with this search. Please direct all inquiries, nominations, and applications (CVs and letters of interest) electronically and in confidence to:

John Muckle, Partner and Keight Tucker Kennedy, Partner  
Isaacson, Miller

<https://www.imsearch.com/8753>

*Penn adheres to a policy that prohibits discrimination on the basis of race, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status, or any other legally protected class.*