



Search for the Vice President for Student Affairs
Temple University
Philadelphia, PA

THE SEARCH

Temple University seeks an experienced, collaborative, and committed leader to serve as its Vice President for Student Affairs (VPSA). This is an extraordinary opportunity to lead a talented student affairs team with an extensive legacy; an unwavering commitment to engage, develop and retain Temple students; and a future seeded with potential and possibility. Temple students inspire and fuel the work of student affairs; they are highly diverse and actively engaged. Ambitious, hardworking, and courageous, Temple students boldly exemplify the Temple motto - *Perseverantia Vincit*, or “Perseverance Conquers.”

When Temple College was chartered and incorporated by the state of Pennsylvania in 1888, it was more than a place, more than just a gathering of teachers and students: It was a bold new idea, a transforming concept that began with humble roots as a night school for working-class Philadelphians that has grown and flourished to be one of the most comprehensive and diverse learning environments in the nation. Temple is one of the 50 largest universities in the United States and one of the nation's most active research universities, with 17 schools and colleges, eight campuses, and about 30,000 students. While embracing its growth and global presence, Temple remains committed to its history and mission of access to excellence, maintaining low tuition, and providing scholarships and financial assistance to more than 80% of undergraduate students. As one of the city's largest employers and as “Philadelphia's public university,” Temple enriches and is enriched by its urban location, which provides incredible opportunities for engaged scholarship, experiential learning, and community engagement.

Reporting to the provost, the next VPSA will inspire, reimagine, and envision a future that enhances the student experience and student success for all Temple students. The VPSA will lead a passionate, mission-driven team that is ready for its next chapter. Creative, forward-thinking, and strategic, the next VPSA will collaboratively develop and lead a compelling vision and strategy for the future of student affairs; champion a student-centered approach actively engaging campus leaders; improve communication to extend the work of the division; develop and inspire the student affairs team; and enhance education and community partnerships to foster a safe and welcoming campus culture. The next VPSA will be a savvy administrator, pragmatically and creatively steering strategy, and human, fiscal, and operational resources, to drive university priorities, build partnerships, and enrich Temple's diverse community of learners and scholars who strive to make the possible real.

Temple has engaged the services of Isaacson, Miller, a national executive search firm, in this recruitment effort. All applications, inquiries, and nominations should be directed in confidence, as indicated at the end of this document.

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 to democratize, personify, and widen the reach of higher education. Founded as a night school, working-class citizens were taught late in the evening and 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 Japan and Rome. With [17 schools and colleges](#), students have the opportunity to pursue over 600 academic degree and certificate programs with faculty at the forefront of their fields in scholarship and teaching. Innovative programs such as the [Fly in 4 partnership](#) help undergraduate students maximize university support and resources to complete their degree in four years – or sooner.

In 2015, Temple achieved the R1 Carnegie Classification, placing it among the most active research universities in the nation. In recent years, Temple students have become Rhodes, Goldwater, Knight-Hennessy, Gates Cambridge, and Marshall Scholars. Temple alums proudly number more than 350,000 and include trailblazers ranging from the first female president of Princeton University to the first Indian American anchor on ESPN.

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 together are among the largest employers in Philadelphia. Philadelphia is the largest city in the Commonwealth of Pennsylvania and the fifth most populous in the United States. The region has a plethora of educational options with many private and public institutions. Known for love and grit, Philly offers vast access to arts, culture, and history, not to mention a chance to rub elbows with some of the most ardent professional sports fans.

THE TEMPLE COMMUNITY

Amid the tragic and sudden passing of [President Joanne Epps](#), [Richard M. Englert](#) has been named President to carry on the work that President Epps started and provide a steady hand of leadership while the search for Temple’s next chief executive continues. President Englert, Provost [Gregory N. Mandel](#), and

the broader [University Leadership](#) lead Temple University, serving about 30,000 students, with more than 24,000 undergraduate, and over 9,000 graduate and professional students representing 50 states and 121 countries. International students represent 6% of the student population, and approximately 40% of students self-identify as people of color. Follow this [link](#) for more Temple facts and figures.

Temple's Main Campus provides treasured opportunities to engage in student life on campus as well as in the community. Over 13,400 students live on or near the Main Campus, with 4,500 students living in Temple-owned and sponsored housing. On-campus housing is guaranteed for first-year students. A Residential Curriculum, gender-inclusive housing, and Living Learning Communities further enhance the residential experience. 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. Temple University employs 6,000 full-time employees and nearly 2,000 part-time employees, including approximately 3,600 faculty. 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. For more information about Temple's mission, values, and strategic priorities, please visit: <https://plan.temple.edu/mission-and-values>

THE DIVISION OF STUDENT AFFAIRS

With an unwavering commitment to its mission to create comprehensive experiences to engage, develop and retain Temple students, the Division of Student Affairs is comprised of [ten units](#) that provide a holistic approach to engaging and empowering students and work collaboratively within the division and across the University.

In the past year, student affairs experienced transition and loss. Dr. Theresa Powell, a luminary and national pillar in the field, served as VPSA from 2002 until she unexpectedly passed away earlier this year. Dr. Powell's legacy includes Temple traditions, including Weeks of Welcome, TempleFest, and hallmark programs to advance the Division of Student Affairs, such as Summer Summit. For more information about the Division of Student Affairs, please visit: <https://studentaffairs.temple.edu>

THE ROLE

Reporting to the provost and as a member of the provost's leadership team, the VPSA plays a principal role in setting and implementing the university priorities affecting students and works collaboratively across the university with senior leaders, faculty, and staff in support of co-curricular programs and activities that advance student life, student learning and development. Through programming and implementing best practices throughout the division, the VPSA ensures that student affairs is leading the development of comprehensive experiences to enrich the student experience. The VPSA will support student success and retention by cultivating student engagement and support, providing programming, resources, safe and welcoming living and learning spaces, and fostering an inclusive and welcoming environment for students to explore and grow.

The VPSA supervises four direct reports and oversees more than 170 professional staff and almost 600 student staff. The VPSA manages an annual operating budget of \$94 million, which includes approximately \$12 million for the Division of Student Affairs and \$82 million for University Housing and Residential Life. The next VPSA should be energized by the abundance of possibilities and the unique opportunity this role offers to impact Temple students, professional staff, Temple University, and the Philadelphia community.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PRESIDENT FOR STUDENT AFFAIRS

Develop and lead a compelling vision and strategy for the future of student affairs

Taking into consideration the current landscape and future trends in higher education, the next VPSA will lead the collaborative development of an aspirational vision and strategy for the future of student affairs. This strategy will build on student affairs' strong legacy, align with [Temple University's Strategic Priorities](#), be forward-looking, and embrace the values of equity, inclusion, and innovation, to ensure that Temple is on the leading edge of student engagement, student development, and student success. The next VPSA must recognize and appreciate the rich diversity of the student population, and their varied needs from undergraduate to graduate and professional students, to those living on and off-campus, to part-time and adult students, online, international, and exchange students. Equally important, the VPSA will be an astute financial steward, identifying potential revenue streams and efficient and cost-effective means to maximize effectiveness and impact in support of innovative ideas. With ten different units in the division, the VPSA must ensure that the administrative functions within student affairs are coordinated, efficient, and effectively serve the current student population.

Champion a student-centered approach and actively collaborate with campus leaders to enhance the experience of all Temple students

The next VPSA will lead with a spirit of collaboration and commitment to the power of partnership within student affairs, the provost's portfolio, and across the university. With creativity, patience, and humility, the VPSA will build strong relationships with colleagues, working closely with the schools, colleges, and

administrative leaders to develop an interdisciplinary, holistic approach to ensure all students have access to a high-quality, supportive, student-centered experience. The VPSA will be a student advocate with a visible presence on and off campus, actively and authentically engaging the community to build bridges across siloes and overcome obstacles to success across the University. The VPSA will work passionately with other leaders on critical university priorities around enrollment and retention, diversity, social justice, and inclusivity, safety, and well-being to help ensure that Temple continues to provide access to transformative educational opportunities for all students.

Improve communication to promote and extend the work of student affairs

With enthusiasm and persistent communication, the VPSA will promote a deeper sense of student affairs and expand the campus and community awareness of the expertise within the division, the value of their work, and its impact on the student experience and success. The VPSA must actively participate in campus dialogue, as visibly present and engaged in the issues and decisions most critical to the student experience. The VPSA must keep a pulse on the wide-ranging student needs and be responsive and inclusive – especially with clear and expeditious communication - for students, parents, and families to be keenly aware of the people, services, and resources to support and enrich their experience.

Recruit, develop, and inspire dedicated and talented professionals

The VPSA will inherit a strong and passionate team fiercely committed to their mission to engage, develop, and retain Temple students. The next VPSA must be an experienced financial steward as well as a strong advocate for resources – human, physical, and financial, demonstrating the university-wide value and impact of student affairs. The VPSA will also focus on the internal culture of student affairs, promoting connectedness and collaboration, a sense of appreciation, respect, and inclusion, strengthening morale and trust through listening, open communication, and championing the team that is central to the transformational student experience. The VPSA will model a culture of learning for the team to keep abreast of best practices ensuring they can respond to the changing needs of Temple's diverse student body, stay up to date on topics vital to the student experience, and capitalize on opportunities for research and knowledge-sharing.

Enhance both education and partnership with key stakeholders and community partners to augment student well-being

Student and community safety and well-being are top of mind for the Temple community. The VPSA plays a vital role in partnership with leaders in public safety, health and well-being, campus operations, community affairs and engagement, and student government, among others, to foster safety and well-being. The VPSA has a unique opportunity to help promote comprehensive safety support and services through educational programs for students and families at orientation and continuing education and communication throughout the academic year. With the high number of students living off campus and Temple's interconnection with the surrounding community, there are opportunities to further engage

community partners, building on initiatives such as the [Good Neighbor Initiative](#) and volunteer opportunities and programs through the [Office of Community Affairs and Engagement](#).

QUALIFICATIONS AND EXPERIENCE

Temple University seeks an experienced student affairs administrator and innovative leader who is inspired by Temple's history and mission. While no one person will embody all of the following, the successful VPSA candidate will bring many of the following professional qualifications, skills, experiences, and personal qualities:

- An advanced degree in higher education or a related field is required; an earned doctoral or terminal degree is preferred;
- Demonstrated progressive leadership and administrative experience, ideally in a public, urban environment and directly related to student affairs, including visionary leadership, strategic thinking, and an innovative spirit;
- Proven ability to build and maintain effective partnerships and work collaboratively with campus leaders across a complex university; of particular importance is experience implementing initiatives, programs, and structures that address retention and student success;
- Demonstrated ability to effectively mentor, supervise and support staff with a strong personal orientation toward collaboration, teamwork, transparency, accessibility, development, and accountability;
- Experience with change management and crisis management, addressing situations with equanimity, discretion, and a sense of responsibility and respect for students, families, staff, campus and community partners; proven skills in conflict management and dispute resolution;
- A deep understanding of the educational value of a diverse community; demonstrated cultural competencies and evidence of actions and achievements in strengthening diversity, equity, and inclusion; an ability to bring groups and individuals to common ground across lines of difference, including race, class, socio-economic status, sexual orientation, gender identity, and ability;
- Deep knowledge of current best practices and trends in student affairs and higher 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;
- History of engagement with students and the campus community; a strong, visible presence and active participation in a range of campus activities; the ability to engage with students in a variety of settings using current technology and modes of interaction; a thorough understanding of student development and their changing needs, especially post-COVID-19;
- 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 University. 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

Temple University has retained Isaacson, Miller, a national executive search firm, to assist with this search. All inquiries, nominations, and applications should be directed electronically and in confidence to:

Keight Tucker Kennedy, *Partner (she/her)*
Rachel Brown, *Senior Associate (she/her)*
Alexis Scott, *Senior Search Coordinator (she/her)*
Isaacson, Miller

<https://www.imsearch.com/open-searches/temple-university/vice-president-student-affairs>

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.