



Washington University in St. Louis

**VICE PROVOST FOR
FACULTY AFFAIRS AND DIVERSITY**

**Leadership Profile
2021**



WittKieffer

EXECUTIVE SUMMARY

Washington University in St. Louis seeks an exceptional academic leader, scholar and administrator to serve as vice provost for faculty affairs and diversity.

The vice provost will be a critical addition to the university's senior leadership team, serving directly under Provost and Executive Vice Chancellor for Academic Affairs Beverly Wendland. The vice provost will play a key role in the Office of the Provost and in a forthcoming university-wide strategic planning process.

The vice provost for faculty affairs and diversity will champion the institution's commitment to faculty diversity and development, collaborating with stakeholders to cultivate and inspire an even stronger climate of diversity and inclusive excellence at WashU. The vice provost will: provide central stewardship and accountability for faculty diversity, equity and inclusion initiatives at Washington University, strengthen faculty leadership development, promote interdisciplinary collaboration and research, and further enhance academic excellence.

Working collaboratively in WashU's decentralized environment, the vice provost will partner with the deans and other leaders across Arts & Sciences, Olin Business School, Sam Fox School of Design & Visual Arts, McKelvey School of Engineering, Law, Medicine and the Brown School of Social Work to strengthen policies, procedures and processes that enable faculty success throughout their careers across the university.

Washington University offers student-centered undergraduate educational excellence within a world-class, research-intensive university. Faculty across seven academic divisions educate and prepare approximately 16,000 undergraduate and graduate or professional students across more than 300 degree programs. The university has a well-established, top-ranked medical school, a thriving academic medical enterprise and distinctive programs in the life sciences; a strong arts and sciences core; a rich collection of professional schools spanning architecture and the arts, business, engineering, law and social work; and a number of innovative, interdisciplinary graduate programs. Its faculty are global in their outlook and the university welcomes students from all over the world.

The ideal candidate will demonstrate the passion, empathy, intelligence, flexibility, and collaborative instincts to partner with the Washington University community in pursuit of its faculty development, diversity and inclusion goals. Candidates will have substantial administrative and program-building experience, as well as demonstrated leadership as an innovator, convener, ambassador, collaborator, partner, and catalyst, mobilizing institutional and community leaders to advance diversity, equity and inclusion.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 10.

“I commit to ensuring we build a community that is the best representation of our nation and world. I commit to recruiting the very best individuals regardless of background or previous opportunities. I commit to ensuring all people feel their voices and ideas are heard as well as their presence included.”

— Chancellor Andrew Martin

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The vice provost for faculty affairs and diversity champions Washington University's institutional commitment to faculty diversity and development, collaborating with stakeholders across the university to cultivate and inspire a stronger climate of diversity and inclusion at WashU.

The vice provost will: provide central stewardship and accountability for faculty diversity, equity and inclusion initiatives at Washington University; strengthen faculty development; promote interdisciplinary collaboration and research; build a strong culture for faculty including proactive recruitment and retention efforts; and further enhance academic excellence. Working collaboratively in WashU's decentralized environment, the vice provost will partner with the deans and other leaders across Arts & Sciences, Olin School of Business, Sam Fox School of Design & Visual Arts, McKelvey School of Engineering, Law, Medicine and the Brown School of Social Work to strengthen policies, procedures and processes that enable faculty success across the university.

The vice provost will advise the provost and other WashU leaders on faculty matters regarding diversity, equity and inclusion. The vice provost will collaborate with advocacy and affinity groups such as the Academic Women's Network, African-American and Black Staff and Faculty Cabinet, Asian Pacific Islander Desi American (APIDA) Affinity Group, Association of Women Faculty, LatinX Link, and LGBTQIA Advisory Committee.

Specifically, the next vice provost for faculty affairs and diversity will be expected to:

- **Model the university's core values of diversity, equity and inclusion in stewarding faculty success**
Champion the mission and inspire others to ensure Washington University is an inclusive, dynamic campus community that inspires innovation, leadership and academic excellence through equity and social justice.
- **Play a lead role in the university's forthcoming strategic planning process**
Ensure that WashU's next strategic plan prioritizes and is imbued with a capacious vision for a diverse and inclusive culture and campus community that supports academic distinction.
- **Enhance faculty recruitment, mentoring and development**
Work closely with the university's deans, department chairs and search committees to recruit, retain and develop a faculty that is both excellent and diverse. Provide training and resources for search committees and recruitment support. Work to support all WashU faculty to ensure they have the academic and professional support to succeed through mentoring and other programs.
- **Expand the academic pipeline**
Partner with deans and academic leaders across divisions and disciplines to further develop the academic pipeline.
- **Foster a commitment to and culture of leadership development**
Develop, deploy and enhance initiatives and programming to support and facilitate the development of faculty across the university as academic leaders — at WashU and beyond.
- **Strengthen community**
Expand opportunities for faculty members, particularly women and underrepresented minorities, to meet, to network and to learn from and support one another, enhancing their experiences as WashU faculty, ensuring their sense of belonging at the university, and strengthening the WashU community overall.
- **Fortify infrastructure, systems and processes to facilitate faculty diversity, development and success**
Strengthen WashU's policy framework to advance faculty development and diversity. Develop a strategy to build on prior efforts and investment to facilitate scalability of programs and initiatives.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

The vice provost for faculty affairs and diversity will be a strategic, creative and highly motivated leader and administrator. A distinguished record of scholarship with academic credentials commensurate with a professorial appointment with tenure in one of the Danforth Campus schools is required.

The ideal candidate will demonstrate the passion, empathy, intelligence, flexibility, and collaborative instincts to partner with the Washington University community in pursuit of its diversity and inclusion goals. Candidates will have substantial administrative and program-building experience, as well as demonstrated leadership as an innovator, convener, ambassador, collaborator, partner, and catalyst, mobilizing institutional and community leaders to advance diversity, equity and inclusion.

To help ensure the success of the university's strategic initiatives, the vice provost will be expected to develop effective partnerships with the provost, chancellor, school deans, vice provosts, and other institutional leaders across Washington University. The vice provost will need to engender trust among the faculty through leadership characterized by respect, integrity and transparency and must possess a balance of self-assuredness, self-awareness and a deep sense of service to the institution.

In addition, the preferred candidate will demonstrate the following characteristics:

- Track record of enhancing and advancing institutional diversity, equity and inclusion, and a commitment to the highest standards of academic excellence.
- Significant experience with faculty recruitment, retention, on-boarding and development, promotion and tenure, and other faculty policies and processes.
- Proven capacity to shape and operationalize strategic initiatives, engaging a broad community of stakeholders and establishing metrics, measuring progress and re-calibrating efforts as necessary.
- Ability to interact effectively with individuals at all levels from diverse backgrounds and perspectives. Experience facilitating effective group dialog around challenging issues and moving initiatives forward collaboratively.
- Demonstrable experience recruiting and retaining outstanding diverse faculty, facilitating their success, and advancing diversity, equity and inclusion through research, scholarship and faculty engagement. An understanding of the distinct needs of faculty, particularly women and persons of color, as well as of both early-career and senior faculty.
- Excellent project management skills and the ability to balance multiple projects simultaneously while setting clear performance expectations and objectives for self and others. Experience with resource management and budgeting.
- Outstanding interpersonal and communication skills and a high level of empathy and emotional intelligence.
- Courage to make principled decisions and ability to build consensus through collaboration and influence in advancing institutional priorities.
- Appreciation and passion for external partnerships, ideally including in and with St. Louis and the greater metropolitan region.
- Familiarity and understanding of comparable research universities, their structure and administration. A record of administrative experience in a complex organization, preferably within a decentralized academic and budget environment.

ABOUT WASHINGTON UNIVERSITY

Washington University in St. Louis' mission is to discover and disseminate knowledge, and protect the freedom of inquiry through research, teaching and learning. The university creates an environment to encourage and support an ethos of wide-ranging exploration. Washington University's faculty and staff strive to enhance the lives and livelihoods of students, the people of the greater St. Louis community, the country and the world.

Washington University is among the world's leading institutions in teaching, research, patient care and service to society. WashU belongs to a small class of elite universities characterized by a deep commitment to excellence in both undergraduate education and research and scholarship. Over the last two decades, the university has invested significantly in its undergraduate enterprise by constructing new residence halls, academic buildings and a university center; expanding student services; and maintaining its strong commitment to personalized attention and small class size.

Unusual among major American universities, Washington University was not established with a financial endowment, nor the backing of a single religious organization, individual wealthy patron, nor earmarked government support, but rather by a collaboration of empowered and diverse citizens. That spirit of collaboration, independence and dedication to the mission of pursuit of knowledge and service for its own merits still characterizes Washington University today.

Washington University is in the process of launching a detailed strategic planning process which will culminate in a decadal roadmap for the institution. Faculty development and diversity, equity, and inclusion are fundamental to the strategic plan. The vice provost will contribute to developing and shaping the strategic plan for the institution and in its execution in the domains of faculty development and diversity.

A COMMITMENT TO RACIAL EQUITY. A COMMUNITY UNITED.

Washington University is committed to listening, engaging and mission-oriented action that makes the university and St. Louis a beacon of justice to the world. Strategic, targeted investments support and advance [diversity, equity and inclusion](#) across the university. Several initiatives are underway to empower members of the university community and to drive change. For example:

- The [Center for Diversity and Inclusion](#) supports and advocates for undergraduate, graduate and professional students from underrepresented and/or marginalized populations, creates collaborative partnerships with campus and community partners, and promotes dialogue and social change among students.
- WashU's newly established [Center for the Study of Race, Ethnicity, and Equity](#) (CRE²) builds upon years of program development in the study of race and inequality.
- Through the 2020 [Race and Ethnicity Cluster Hire Initiative](#), the university seeks to increase its capacity to examine the most pressing questions of our time, to complement and advance the expertise of researchers and departments, and to embed methodological approaches to race in the intellectual life of the Danforth campus.
- The [Academy for Diversity, Equity and Inclusion](#) was established as the university's primary forum for changing climate and culture. It works with existing diversity, equity, inclusion, climate and culture offices and initiatives across WashU, serving as a catalyst for positive change across the institution.
- The [Chancellor's Graduate Fellows Alumni Initiative](#) supports early-career academic scholars, encouraging them to enter the academy pipeline.

- [Distinguished Visiting Scholars](#) bring new ideas to campus while introducing underrepresented leaders in their fields to WashU and vice versa.
- [Diversity and Inclusion Grants](#) are being invested in faculty/staff ideas to enhance diversity and inclusion at WashU.
- [Faculty Leadership Workshops](#) cultivate future academic leaders at WashU.
- The [Ferguson Academic Seed Fund](#) supports work and addresses issues related to the development of sustainable urbanism in WashU's communities.
- The [Meharry Medical Scholars Program](#) brings Meharry students to the School of Medicine to conduct research, strengthening the pipeline for the school's residency programs.
- The [Professional Leadership Academy & Network](#) (PLAN) supports staff development and empowers them for leadership.
- [Signature Scholarships](#) provide financial support for students.
- The [Stem Pipeline Consortium](#) (WUDPC-STEM) encourages diversity in higher education and research.
- The [Women Faculty Leadership Institute](#) empowers women faculty members who are in or wish to assume leadership roles in academia.

Washington University is actively building a [framework for change](#) and progress in advancing diversity and inclusion. In June 2020, WashU committed to a set of concrete actions geared toward addressing systemic racism and its toll on Black communities, including the following:

Washington University Equity and Inclusion Council

The WUEIC provides a sustainable structure for prioritizing and implementing the Commission on Diversity and Inclusion's 2017 [action plan](#). It serves as a convening body that creates and maintains collective and representative voice, alignment and accountability for WashU's institutional commitments to diversity, equity and inclusion.

Reimagining campus safety in partnership with students

Every member of the WashU community — especially Black students, faculty, staff and visitors — should feel safe and have access to resources that support their security and well-being. WashU will engage in an open and transparent review, inclusive of and in consultation with Black student leaders, to ensure it has the structures in place to keep its community safe.

Renewed commitment to diversity in hiring and contracting

By expanding its [Supplier Diversity Initiative](#), the university identifies viable opportunities for qualified diverse enterprises and helps to sustain their long-term success.

Engaging more deeply with St. Louis and strengthening investment in regional efforts

WashU is committed to organizations and people leading the fight against racial inequity in St. Louis. Henry Webber, WashU's first [executive vice chancellor for civic affairs and strategic planning](#), will lead the [WashU Commitment](#), a commitment to the greater St. Louis region. The university made an initial \$250,000 contribution to the [Racial Healing + Justice Fund](#) and committed \$100,000 to [Invest STL](#), which supports the equitable redevelopment of neighborhoods affected by decades of systemic disinvestment. In partnership with MasterCard, the [Social Policy Institute](#) is leading [Inclusive Growth in St. Louis](#), a six-part series to ensure a more inclusive economy.

Investing in WashU's people and programs

WashU is redoubling its efforts to support every individual who studies, teaches or works on its campuses with the resources they need to succeed, with a particular focus on Black students, faculty and staff, as well as other underrepresented groups, to deepen capacity for supporting their success.

ACADEMICS AND RESEARCH

Washington University in St. Louis is a world leader in undergraduate, graduate, professional, and postdoctoral education. The university awarded more than 5,000 degrees in the 2019–2020 academic year, including 1,890 undergraduate degrees.

WashU comprises seven schools:

- [Arts & Sciences](#)
- [Brown School](#)
- [McKelvey School of Engineering](#)
- [Olin Business School](#)
- [Sam Fox School of Design & Visual Arts](#)
- [School of Law](#)
- [School of Medicine](#)

[University College](#), WashU's professional and continuing education division, offers bachelor's, master's and associate's degrees, certificate programs and personal enrichment courses.

Washington University faculty, students and staff collaborate across disciplines and schools to address national and global imperatives in energy, environment security, and health and economic prosperity. WashU faculty are awarded extramural research support by the federal government, state governments, corporations, foundations, nonprofit agencies and individual philanthropists. Total university research expenditures exceeded \$791 million in 2019. Read more about [research at WashU](#).

In addition to the schools and school-based units, several universitywide centers and institutes advance the university's mission of discovery and dissemination of knowledge. They include:

- [Center for Teaching & Learning](#)
- [Center for the Study of Race, Ethnicity & Equity \(CRE²\)](#)
- [Gephardt Institute for Civic and Community Engagement](#)
- [Institute for Public Health](#)
- [Institute for School Partnership](#)
- [International Center for Energy, Environment and Sustainability \(InCEES\)](#)
- [John C. Danforth Center on Religion and Politics](#)
- [McDonnell International Scholars Academy](#)
- [Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship](#)
- [Tyson Research Center](#)
- [Writing Center](#)

WashU Pledge

In his 2019 inaugural address, Chancellor Andrew Martin announced that low-income students from Missouri and Southern Illinois will be able to attend Washington University free starting with the 2020–2021 school year. Students must be admitted to the university as a full-time student, be a resident of Missouri or Southern Illinois, and meet financial criteria. The university hopes students will remain in the area following graduation and contribute to the local economy.

FACULTY

WashU's academic enterprise is driven by 4,000 world-class faculty. The faculty have included 55 elected National Academy of Sciences and 62 American Academy of Arts and Sciences members, 30 American Law Institute members, 10 National Medal of Science recipients, four Pulitzer Prize winners, and three Poet Laureates. Twenty-five Nobel laureates have been affiliated with Washington University.

The main governing body involving the faculty of the university, the [Faculty Senate](#) comprises voting members of WashU's seven schools. The [Faculty Senate Council](#) is the elected governing body of the Faculty Senate. Fifteen representatives serve staggered three-year terms. Nine divisional representatives are elected by their respective schools, and five at-large representatives are elected by the whole faculty senate.

Advocacy and Affinity Groups

The [Association for Teaching Research and Practice](#) (ATRaP) Faculty at Washington University in St. Louis advocates for the interests of full-time, non-tenure track faculty (FTNTTF), and facilitates social and professional interactions among these faculty. ATRaP has had tremendous success at improving the workplace culture, representation, and policies that impact full-time non-tenure track faculty at Washington University.

Faculty affinity groups include the [Association of Women Faculty](#), [APIDA Affinity Group](#), African-American and Staff and Faculty Cabinet, LatinX Link and [LGBTQIA Advisory Committee](#).

STUDENTS

More than 15,500 students enrolled at Washington University in 2020 from more than 100 countries and all 50 states. The university's undergraduate student-faculty ratio is 7:1 and 66% of its classes have fewer than 20 students. Today, WashU is one of the most selective undergraduate institutions in the country: its undergraduate program is ranked 16th in the nation by *U.S. News and World Report*. More than 33,000 students applied for one of the 1,800 spots in the entering class. The applicant pool is strong in both number and academic quality, with average SAT scores over 1500 for the enrolling classes over the last nine years. The six-year graduation rate is 95%. Of the university's more than 7,000 full-time undergraduates, about 90% are from out of state, 80% pursue multiple majors or minors, and 40% typically study abroad

UNIVERSITY LEADERSHIP



Andrew D. Martin

Chancellor

Andrew Martin was appointed Washington University's 15th chancellor in July 2018. As the university's chief executive officer, he oversees an institution comprising approximately 16,000 faculty and staff, more than 16,000 students, and an operating budget of \$3.5 billion. Chancellor Martin believes the university must be a diverse community where all feel represented, valued and included as equal members to be committed to the relentless pursuit of excellence.

From 2014 to 2018, he served as dean of the College of Literature, Science, and the Arts at the University of Michigan. He previously served in various positions at WashU, including as the Charles Nagel Chair of Constitutional Law and Political Science at the School of Law, vice dean of the School of Law, founding director of the Center for Empirical Research in the Law, and chair of the Department of Political Science in Arts & Sciences.

Throughout his career in higher education administration, Martin has taught courses in judicial decision-making and political methodology and mentored numerous graduate and doctoral students. He received the Outstanding Faculty Mentor Award from WashU's Graduate School of Arts & Sciences in 2011 and the Distinguished Faculty Award from the university's Alumni Board of Governors in 2013. He is the co-author of *An Introduction to Empirical Legal Research* along with Lee Epstein, Ethan A.H. Shepley Distinguished University Professor at WashU, among numerous other publications. He has received awards from the American Political Science Association, Society for Political Methodology and Washington University's Graduate School of Arts & Sciences. He earned his Ph.D. in political science from Washington University and his A.B. from the College of William & Mary in mathematics and government.



Beverly R. Wendland

Provost and Executive Vice Chancellor for Academic Affairs

Beverly Wendland took office as provost on July 1, 2020. As WashU's chief academic officer, she is responsible for teaching, learning, scholarship and research across the university and oversees strategic initiatives focused on curricula, diversity and global outreach.

Prior to joining Washington University, she served on the faculty and in leadership positions at Johns Hopkins University, most recently as the James B. Knapp Dean of the Krieger School of Arts & Sciences. Across her roles, Wendland advocated fiercely for access and inclusion at all levels — one reason the aspirations, ethos and momentum of the WashU community resonates deeply with her.

As dean, Wendland oversaw 22 academic departments in the natural sciences, social sciences and humanities. She led the Krieger School through a \$747 million capital campaign; was instrumental in the establishment of the SNF Agora Institute, a hub for research, teaching and practice to strengthen global democracy; personalized and strengthened undergraduate education; and enhanced faculty and graduate student diversity. She was a member of the Johns Hopkins Department of Biology faculty from 1998 to 2020 and served as chair from 2009 to 2014.

Wendland's research focuses on fundamental cellular processes using yeast as a simple model system. She has been recognized as an American Association for the Advancement of Science fellow for her work on the genetic, molecular, biochemical, and biophysical mechanisms underlying endocytosis. Her honors and awards include the Burroughs Wellcome Fund New Investigator Award in the Pharmacological Sciences and the March of Dimes Basil O'Connor Award. She earned her bachelor's degree in bioengineering from the University of California, San Diego, and her doctoral degree in neurosciences from Stanford University.

CAMPUSES

The 169-acre **Danforth Campus** is at the heart of Washington University and is the academic home to the majority of the university's undergraduate, graduate and professional students. The transformed east end of the Danforth Campus reflects a sweeping undertaking involving years of planning, design and construction. Officially dedicated in October 2019, it was the largest capital project in the history of the Danforth Campus. The new east end encompasses 18 acres, added five new buildings, expanded the university's world-class Mildred Lane Kemper Art Museum, relocated hundreds of surface parking spaces underground and created an expansive new park.

The east end positions Washington University to have an unprecedented impact through research and education by fostering connections among schools and departments and supporting engagement by faculty, students and visitors. New academic buildings create opportunities for greater interdisciplinary collaboration while a new welcome center, cafe, green space and expanded museum serve the entire university community.

On the **Medical Campus**, the [Washington University Medical Center](#) spreads over 17 city blocks and 164 acres. The center is home to the Washington University School of Medicine in St. Louis and its affiliated hospitals, clinics, patient care centers and research facilities. The Medical Campus is located in St. Louis' vibrant [Central West End](#), home to some of the region's best shopping and restaurants.

The university's **West Campus** is home to university administrative offices, the West Campus Library and conference center. The **South Campus** includes athletic fields, a gymnasium, an auditorium/theater and some classroom facilities. **North Campus** houses a variety of university administrative functions.

Located 25 miles southwest of the Danforth Campus, [Tyson Research Center](#) is a 2,000-acre outdoor laboratory for learning and research.

ST. LOUIS

Washington University in St. Louis is located near the cultural center of St. Louis, surrounded by and adjacent to museums, performance venues, vibrant entertainment and dining districts, one of the nation's largest civic parks, and beautiful, tree-lined neighborhoods rich in history and diversity. The campuses are well served by the region's light rail and bus service and have easy access to major interstate highways.

Consistently ranked among the nation's most affordable and best places to live and raise families, the St. Louis region offers many opportunities to watch or participate in a wide range of sports, recreational activities and cultural events. It's an accessible city and there are more free, world-class attractions in St. Louis than any place in the U.S. outside of Washington, D.C., largely due to the area's active philanthropic community. Not far from St. Louis's urban core are the beautiful rolling hills of the Ozark Mountain region and outdoor activities such as hiking, biking, canoeing and spelunking in some of Missouri's more than 6,000 caves.

PROCEDURE FOR CANDIDACY

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Washington University in this search. Applications will be considered until the appointment is made. Candidate materials can be submitted using WittKieffer's [candidate portal](#).

Confidential nominations and inquiries can be directed to:

Philip Tang, Charlene Aguilar and Bree Liddell
WashUViceProvost@wittkieffer.com

Washington University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

