



Vice Provost for Student Affairs

The Johns Hopkins University (JHU), one of the world's premier research universities, seeks an innovative and entrepreneurial leader for the role of Vice Provost for Student Affairs. Reporting directly to Provost Sunil Kumar and working closely with President Ron Daniels and the Board of Trustees, the Vice Provost plays a critical and highly visible role in ensuring that the University achieves its ambitious goals for student success. JHU has made bold, sustained, and dramatic investments in the student experience over the last 15 years, making student affairs a prominent and well-resourced division at the University. Student Affairs enjoys a close relationship with academic affairs at JHU, and shares responsibility for delivering on one of the University's highest priorities: ensuring that highly talented students from a wide range of backgrounds, regardless of their ability to pay, thrive during and after their time at JHU.

The Vice Provost for Student Affairs is based on the Homewood campus (home to undergraduate and graduate students in the Krieger School of Arts & Sciences and Whiting School of Engineering) but serves as a highly visible resource and convener across the University's nine schools and multiple campuses on topics such as student development, co-curricular learning, community engagement, and fostering a culture of success, well-being, and equity.

As Johns Hopkins continues to innovate in the name of the better conditions for humanity worldwide, the Vice Provost for Student Affairs will similarly embrace bold and entrepreneurial approaches to the student experience. The traditional model of student life has been upended during the pandemic, which offers new opportunities for the Vice Provost to think creatively and flexibly about how to reimagine the student experience in this new context. JHU seeks a leader who is excited to embrace this challenge and is driven to bring it to fruition.

STRATEGIC VISION FOR STUDENT AFFAIRS

Johns Hopkins stands alone among top research universities in its extraordinary commitment of attention and resources to ensuring student success, and particularly those from first-generation or limited income (FLI) backgrounds. From the Board of Trustees to the President to the faculty and staff, JHU is dedicated to ensuring that talented FLI students not only can afford and access a JHU education but will thrive during their time on campus and have successful lives and careers after graduation.

JHU trustee and alumnus Michael R. Bloomberg gave \$1.8 billion to JHU in 2018 in support of financial aid at Johns Hopkins, ensuring that a Hopkins education is within reach for qualified, high-achieving students, regardless of their ability to pay. The donation—the largest-ever single contribution to a college or university—guarantees that Johns Hopkins can commit permanently and publicly to need-blind admissions, making it a loan-free institution and drastically reducing the financial burden on students and their families. It also marks the fulfillment of a pledge made by Johns Hopkins University President Ronald

J. Daniels at his installation in 2009, when he committed the University to becoming permanently need-blind, a key priority of his presidency.

Thanks in part to this generous gift, JHU's incoming class for Fall 2021 is its most diverse to date, and the percentage of FLI students has increased from 21% in 2018 to 26% in 2021. JHU is acutely conscious that a need-blind, no-loan financial aid policy is only part of what is required to support students who may come from first-generation or low-income families. It is critical for all students, but particularly FLI students, that the campus climate is inclusive, that connections can be established with people who share common identities, and that coaching, advising, and support services are accessible and relevant. To that end, the Bloomberg gift has supported the creation of the [FLI Initiative](#), a suite of programs that support students during and after their time at JHU.

The current key strategic objectives for the Division of Student Affairs can be summarized as follows:

- *Continue to improve student success and mobility:* JHU seeks to ensure that all students, and especially those from FLI and non-traditional backgrounds, are successful and feel included in the student experience;
- *Continue to improve student retention and graduation:* As JHU has doubled its proportion of traditional undergraduates with Pell grants (from 10 to 20% over the last five years), it seeks simultaneously to increase its retention and graduation rates by building services and systems that support student success;
- *Foster an even stronger sense of community, fun, and creativity for all students:* The Division is responsible for designing programming and initiatives that increase the feeling of community among students and give them greater opportunities for happiness and connection;
- *Complete and open the new student center:* JHU is currently building its first-ever student center. Design work has been completed on this \$250 million project, scheduled to open in Fall 2024. The Vice Provost is responsible for ensuring that completed space is programmed and deployed in support of the division's and the University's goals;
- *Transition to self-operated dining:* JHU is in the process of shifting to a self-operated dining service, and as in all things JHU, seeks to deliver a best-in-class experience to students;
- *Enhance the experience for students from multicultural backgrounds:* With an increasingly diverse student population, JHU seeks to ensure that students from multicultural backgrounds see themselves reflected in the programs and people around them.

ROLE OF THE VICE PROVOST FOR STUDENT AFFAIRS

Reporting to Provost Sunil Kumar and serving as a key member of his leadership team, the Vice Provost for Student Affairs will take an entrepreneurial, creative, and targeted approach to continuously improve and elevate the student experience at JHU in meaningful and measurable ways. The VP will work closely with the President and Board of Trustees, the Provost, Deans, and administrators across the University. The VP will collaborate closely with their peers in the University Student Services group, which includes the Vice Provosts of Student Health & Well-Being, Admissions & Enrollment, Integrative Learning & Life Design, and Diversity and Inclusion.

The VP will oversee a budget of \$185 million and a staff of 230 full-time employees (anticipated to grow to over 400 once the University moves to self-operated dining), including the following direct reports:

- Assistant Vice Provost, Dining
- Assistant Vice Provost for Finance & Administration/Divisional Business Officer
- Assistant Vice Provost for Student Affairs
- Chief of Staff
- Dean of Student Development
- Dean of Student Life
- Director of Athletics
- Senior Special Advisor to the Vice Provost for Student Affairs

Program areas within the Student Affairs division include athletics, student conduct, crisis management, dining, housing, residential life, student engagement, student success, and retention as well as the Centers for Social Concern and for Student Success.

The successful VP might come from a wide variety of backgrounds and experiences (student affairs, academic affairs, corporate sector, nonprofit sector, enrollment, advancement, etc.) as long as they are optimistic, data-driven, ambitious, and skilled at focusing and leading a diverse team to deliver measurable results. The ideal candidate will be someone who thrives in complex, highly demanding, fast-paced environments where expectations and standards are high.

The culture of JHU is highly data-driven, and in all matters, progress and success are evaluated quantitatively. The VP should have significant facility with data and be skilled in analyzing, framing, and communicating quantitative results to a wide range of audiences. Tracking and delivering on key metrics will be a central component of the role.

Given the complex and decentralized nature of JHU, the VP should be skilled in developing relationships and credibility in a matrixed academic environment. In order to communicate effectively with a wide range of constituents in a variety of locations, the VP should also have a sophisticated understanding of how and when social media, videoconferencing, and other technological tools can be used to increase access and build engagement. And in all matters, a visible commitment and concrete action toward increasing inclusion and equity is essential.

OPPORTUNITIES AND CHALLENGES

The Vice Provost for Student Affairs will be asked to address the following priorities:

- Collaboratively develop and implement a unifying strategic vision for Student Affairs that reimagines the student experience and organizational structure in the face of a changing academic paradigm and aligns with the University's overall priorities and goals.
- Enhance the undergraduate and graduate student experience, particularly for first-generation and low-income students, by providing programs and initiatives that facilitate their continued success and positive outcomes and by being an effective champion of anti-racism, equity, and inclusion.
- Serve as a highly visible resource and leader to administrators, staff, and faculty across the entire University, sharing expertise and best practices in order to improve the experience and outcomes for all JHU students.

- Oversee the completion of major facilities and programmatic enhancements including opening the student center in fall 2024, enhancements to residential students' experiences, and the introduction of self-operated dining services.
- Work strategically and collaboratively within our highly decentralized university to remove barriers and align policies and practices to support student retention and graduation.
- Provide leadership to division staff in working proactively and systematically to address ongoing and emerging student issues, such as providing space for effective activism, building student community, and ensuring a climate of belonging and inclusion for all students.
- Recruit, retain, and mentor a talented and diverse student affairs staff, while also holding them accountable for reaching key metrics.

DESIRED QUALITIES AND QUALIFICATIONS

The ideal candidate will hold an advanced degree in a relevant field and significant experience leading change in a complex organization. While many different paths might lead an individual to this role, it is essential that they bring to their work many of the following:

- An entrepreneurial, strategic, and evidence-driven approach to encouraging innovation and leading change;
- A competitive spirit and the drive to lead a team to deliver on key metrics;
- A high degree of facility with data, including the ability to make and present a compelling case;
- Knowledge of higher education leadership structure and governance;
- Proven ability to tackle complex challenges in a large, decentralized university with savvy and sophistication;
- A highly nuanced understanding of equity and inclusion and how to design policies and systems so that students from all backgrounds and experiences can thrive;
- The ability to build consensus among constituents with widely varying needs and priorities;
- Experience with both direct and indirect management of staff toward shared goals;
- Outstanding communication skills, including the ability to use technology and social media effectively;
- Student centered and accessible to students;
- Superior written and oral presentation skills, adaptable for a variety of audiences including both internal and external stakeholders; and,
- A strong sense of integrity and a deep commitment to the mission of Johns Hopkins University.

ABOUT THE UNIVERSITY

The Johns Hopkins University was America's first research university, founded for the express purpose of expanding knowledge and putting that knowledge to work for the good of humanity. It was incorporated in 1867 under the terms of a \$7 million bequest from Johns Hopkins, a Quaker merchant of Baltimore, who directed that the funds be used for the establishment of a university and a hospital.

Today, Johns Hopkins has approximately 6,500 faculty, 6,200 undergraduate students, and 17,600 graduate students arrayed across 230 degree programs at the baccalaureate, master's, and doctoral levels. Perennially ranked as the nation's leader in annual research expenditures, the University has exceeded its own standard over the past decade due to excellent academic leadership, committed faculty and students, innovative international programs, high levels of collegiality, and exceptional interdisciplinary collaboration. In the past five years, research awards and expenditures have grown from \$1.8 billion to \$2.5 billion. The University's annual revenue exceeds \$5.7 billion. The University's endowment is over \$7 billion.

Led since 2009 by President Ronald J. Daniels, Johns Hopkins is extraordinarily entrepreneurial and excellence-driven. This entrepreneurial spirit generates the innovation for which Johns Hopkins is known internationally—innovation that often happens through collaborations which harness complementary strengths to find solutions to our greatest societal, philosophical, and scientific challenges.

CONTACT

For best consideration, please send all nominations and applications in confidence to:



Sue May, Managing Director
Erin Kalagher Meissner, Associate
Storbeck Search
JHUStudentAffairs@storbecksearch.com

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