This position specification is intended to provide information about the University of Rochester and the position of provost. It is designed to assist qualified individuals in assessing their interest in this position.
Provost

UNIVERSITY OF ROCHESTER

Rochester, New York

THE OPPORTUNITY

The University of Rochester, one of the nation’s premier private research universities, seeks a provost to join its new president and newly formed leadership team in realizing an ambitious vision for the institution’s future. The provost will be the University’s chief academic officer, providing leadership on academic issues, including strategic planning, academic budgets and financial planning, and master facilities planning. The provost also will function as the University’s chief research officer, will oversee faculty diversity initiatives, and will chair the new technology transfer and economic development policy committee.

The University of Rochester is one of the nation’s top research universities and ranks among the top 30 institutions in federal funding for research and development. The University’s distinctive combination of quality and small size enables colleagues to work effectively in forming intellectual and educational linkages across fields, disciplines, and schools.

The University of Rochester is closely linked to the Rochester community. Rochester offers world-class cultural, artistic and educational opportunities and is renowned for its outstanding quality of life. It is easily accessible to the major cities of the Northeast and is a gateway to the Finger Lakes Region of upstate New York.

THE ROLE OF THE PROVOST

The provost is the chief academic officer of the University of Rochester. The deans of the College of Arts, Sciences, and Engineering, the Eastman School of Music, the Simon Graduate School of Business Administration, and the Warner Graduate School of Education and Human Development report to the provost as well as to the president. The provost provides leadership on academic issues, including strategic planning, academic budgets and financial planning, and master facilities planning. The provost is the administration’s primary liaison to the Academic Affairs Committee of the Board of Trustees.

While the University of Rochester is a highly decentralized university with budget authority largely within the schools and the Medical Center, the position of the provost is a pivotal one. The provost reports to the president and, along with the president and chief financial officer,
one of three individuals involved in annual budget and planning review of each school and the Medical Center.

With the University of Rochester moving toward its largest capital campaign in history, the provost will be expected to represent the University in an increasing number of events and meetings. The president will be performing a highly external role in the years to come and is seeking a provost who can work with him as a partner on internal priorities. The provost also has a primary role in representing the University at appropriate national and international venues.

The provost has a particularly prominent role in promotion and tenure cases and in decanal reviews. The provost also has chaired several major searches for deans and other senior academic administrators.

The provost’s responsibilities have recently increased with new or expanded roles in interschool interdisciplinary activities, chairing a technology transfer and economic development policy committee, and overseeing the University’s new faculty diversity initiative.

The provost guides and leads the University’s research endeavors through oversight of a series of activities that establish and modify University policies related to research, including the rules governing financial conflict of interest in research, human subjects protection, technology transfer, sponsored research, and royalty sharing. The provost directly supervises key elements of the research infrastructure of the University, including University Graduate Studies, the Laboratory for Laser Energetics (the most powerful research laser in the world at present), River Campus Libraries, the Research Subjects Review Board, and the University’s Information Technology Services.

The provost directs policy change in other areas such as the rules governing faculty appointments, privacy policy, information technology, and discrimination. The provost plays a pivotal role in maintaining an effective relationship between the faculty and the administration, and through conversations with Faculty Senators and other faculty representatives, often brings the faculty perspective to the University decision-making process.

**OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP**

The new provost will be asked to address the following critical leadership issues, among others:

- **Providing leadership for academic excellence and strategic growth:** The provost is the University’s chief academic officer and will have a leadership role in academic strategic planning. Each of the University’s deans is preparing strategic plans during 2006-7, and implementation will occur during the initial years of the provost’s term. The provost will work closely with the president in shaping the University’s future directions.

- **Leading the periodic review of deans and other academic leadership:** The provost has primary responsibility for an extensive review process (typically every five years) of many of the University’s academic leaders including, among others, the dean of the
faculty of arts, sciences, and engineering, and the deans of the Eastman, Simon, and Warner Schools.

- **Strengthening interschool/interdisciplinary work:** The University of Rochester has a distinguished history of interdisciplinary and multidisciplinary programs, including 32 interdisciplinary programs and centers in the College of Arts, Sciences, and Engineering alone. An Interdisciplinary Review Committee chaired by the current provost will make recommendations in early 2007 about how to strengthen interdisciplinary and collaborative programs at the University.

- **Guiding research policy and activity:** The provost functions as the University’s chief research officer. In that capacity, he or she oversees the complex and significant policies governing, for example, financial conflict of interest in research, human subjects protection, technology transfer, sponsored research, and royalty sharing.

- **Heading the faculty diversity initiative:** The president and Board of Trustees have made a strong commitment to a series of diversity initiatives that include appointment of a faculty diversity officer reporting to the president and provost and expanded resources available in a Special Opportunities Fund for use in a variety of ways, including hiring outstanding candidates who increase faculty diversity.

- **Leading initiatives in technology transfer and commercialization:** In response to the November 2006 report from the Steering Committee on Technology Transfer and Corporate Alliances, the president has charged the provost with chairing a three-person policy committee that will oversee University technology transfer and activities that promote economic development in the community. The report and president’s response are posted at [http://www.rochester.edu/president/technology/index.html](http://www.rochester.edu/president/technology/index.html).

**QUALITIES AND QUALIFICATIONS**

The next provost should have qualifications and personal characteristics that are well matched with the University’s values. The ideal candidate will have the following:

- **Academic accomplishments:** An outstanding record of scholarship or creative activity, appropriate to appointment at the rank of professor;

- **Commitment to excellence:** A demonstrated passion for excellence and a compelling leadership style;

- **Management experience:** A management style that is consultative and inclusive, reflecting strong, fair, and equitable decision-making; a record of appointing highly skilled individuals to her or his leadership team; the capacity to work effectively in a highly decentralized environment that focuses resources and decision-making in the deans’ offices;
• **Financial expertise**: Financial sophistication that makes it possible to participate effectively in annual reviews of the deans’ budgets and strategic plans; sufficient experience with extramural research funding to guide the formulation or revision of research policy; facility with data and the ability to make compelling presentations to internal and external audiences;

• **Experience in a complex environment**: Experience working in a complex academic and research enterprise; the ability to engage other academic leaders in reaching institutional goals and to encourage the exploration of new ideas and entrepreneurial approaches; understanding of best practices among peer institutions nationally and engagement with colleagues across the country;

• **Interpersonal skills**: The persuasive skills essential to engaging the academic community in considering new directions and addressing difficult issues; the ability to build strong relationships with a wide range of people, including faculty, students, administrators, alumni, trustees and the local community; and the ability to communicate effectively, both inside and outside the University, conveying its excellence and its opportunities;

• **Commitment to diversity**: A demonstrated commitment to building a diverse and inclusive University at all levels;

• **Personal qualities**: Attributes that include integrity, high energy, intellectual curiosity, sound judgment, creativity, and commitment to excellence in all endeavors.

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**UNIVERSITY OF ROCHESTER: AN OVERVIEW**

The motto of the University of Rochester, *Meliora* ("ever better"), symbolizes the continuous change and improvement that have defined the University since its founding in 1850. Inspired by the intellectual vision and philanthropic generosity of George Eastman, the University of Rochester is a leading center for teaching, research, creative arts, and clinical care. The University consists of six schools: The College of Arts, Sciences, and Engineering (known as “the College”), the School of Medicine and Dentistry, the School of Nursing, the Eastman School of Music, the William E. Simon Graduate School of Business Administration, and the Margaret Warner Graduate School of Education and Human Development. A significant component of the University is its academic health center (The University of Rochester Medical Center), which includes the School of Medicine and Dentistry and the School of Nursing. Other major University units include the Laboratory for Laser Energetics and the Memorial Art Gallery. The University is a member of the Association of American Universities (AAU) and Consortium on Financing Higher Education (COFHE).

Under the leadership of Joel Seligman since July 1, 2005, the University is currently engaged in comprehensive strategic planning, including the creation of a master facilities plan to guide campus growth. Nationally respected leaders in advancement and communications were recently recruited to establish a new University-wide infrastructure in both areas.
THE COLLEGE, SCHOOLS, AND DIVISIONS

THE COLLEGE

The College is the home of graduate and undergraduate education in the arts, sciences, and engineering, of liberal education and pure research. With 316 faculty, it is one of the smallest of the top research and teaching institutions in the nation. This compactness fosters focused strengths in the disciplines as well as an unusually broad and deep range of interdisciplinary connections, represented in the programs and research centers that support collaborative work among departments and across schools.

In 1995, the 19 departments of arts and sciences were joined by the Institute of Optics and the departments of chemical engineering, mechanical engineering, and electrical and computer engineering, and subsequently by the new department of biomedical engineering (a collaborative enterprise with the Medical Center), to form an integrated College of Arts, Sciences, and Engineering. The College offers 21 Ph.D. programs housed in 24 departments, covering a full range of fields from the natural sciences, mathematics, and engineering to the social sciences and humanities. The Institute of Optics is widely considered one of the nation's premier optics programs, while programs in physics, political science, and economics are all in the top 20 in recent U.S. News rankings. The faculty and their research programs, including the Laboratory for Laser Energetics, generate approximately $100 million in annual research funding, an exceptional performance relative to size.

Undergraduate life in the College is residential. Almost all freshmen and sophomores live on campus and over 80 percent of undergraduates live in University residences. Nearly everything that affects undergraduate life – from admissions to residential life to student affairs to athletics – is part of the College’s academic administration. The undergraduate College curriculum is designed to provide the best of a world-class research university to outstanding undergraduates. Students work closely with faculty and classmates and also have full access to the intellectual and technological resources of a research university. Named by Newsweek in 2006 as one of the 25 “New Ivies,” the College attracts an undergraduate body of high and rising quality. Many applicants are attracted to the University by the Rochester Curriculum, which permits students to follow their own academic interests and also to gain concentrated exposure to three different disciplines, in coursework that is rich in research possibilities.

THE MEDICAL CENTER

The University of Rochester Medical Center is the leader in clinical and medical research for upstate New York. It includes the University of Rochester School of Medicine and Dentistry, the School of Nursing, Strong Memorial Hospital and the Golisano Children’s Hospital at Strong, the Eastman Dental Center, and the University of Rochester Medical Faculty Group.
The University’s health care network, Strong Health, is anchored by Strong Memorial Hospital and also includes Highland Hospital and its affiliated nursing homes, Visiting Nurse Service, and more than 1,000 participating physicians. Strong Memorial Hospital has clinical programs – including neurosciences, geriatrics, and urology – that consistently rate among the best in the nation according to U.S. News & World Report’s Best Hospitals rankings.

NIH funding to the School of Medicine and Dentistry exceeds $140 million, ranking it 29th (in FY2005) among the nation’s medical schools. Despite the flat funding environment in 2006, the NIH recently selected the School of Medicine and Dentistry as one of 12 institutions to lead the emerging field of clinical and translational research with a $43 million award, the largest grant ever from NIH to the University. U.S. News & World 2006 Report ranks the School of Medicine and Dentistry 36th for research and 21st best in the primary care schools category. Fueled by a bold strategic planning initiative, the School of Nursing’s NIH ranking rose from 23rd in the nation in 2002 to 12th in 2005.

In total, the fiscal year 2007 budget for the full academic and clinical enterprise is approximately $1.7 billion, and it is the largest unit within the University.

**EASTMAN SCHOOL OF MUSIC**

The Eastman School of Music was founded in 1921 by Rochester industrialist George Eastman, who collaborated with University President Rush Rhees to create a new model for the education of musicians in the United States. Designed in direct contrast to the European model of conservatory music training, an Eastman education is intended to provide the bachelor of music degree student with both academic and musical preparation for new challenges in music performance, composition, and teaching. In addition, Eastman seeks to address the needs for music performance and education in the Rochester community.

The Eastman School is widely regarded as one of the top music schools in the United States, and for the past decade the graduate program has been ranked as number one by U.S. News & World Report. Graduates of the Eastman School are found in all major orchestras and in prestigious collegiate teaching positions around the world.

Recent curricular innovations include an Arts Leadership Program, which is administered through the Institute for Music Leadership. Other new programs address a diversity of musical styles and genres: certificates in orchestral studies, ethnomusicology, and collegiate and community music teaching, and diploma programs in sacred music and world music, along with new master’s degrees in orchestral conducting and in ethnomusicology, a new doctoral degree in jazz studies and contemporary media, and both master’s and doctoral degrees in early music.

A new Eastman School dean will be appointed early in 2007 and will work with faculty, students, alumni, and other key stakeholders to create a strategic plan to guide Eastman’s future priorities and goals.
WILLIAM E. SIMON GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Founded in 1958, the Simon School hosts a faculty known for its research, much of which is cross-functional and multidisciplinary. The school emphasizes economics as an intellectual framework and promotes interaction among faculty in the functional areas of accounting, computers, finance, marketing, and operations management. The school has a growing program in health care management and has close ties to the Department of Economics in the College.

The Ph.D. program consistently places its graduates as faculty in the elite business schools of the nation. The Simon School is the home of three premier scholarly journals in accounting, finance, and macroeconomics: the Journal of Accounting and Economics, the Journal of Financial Economics, and the Journal of Monetary Economics.

Three M.B.A. programs are offered: the full-time program, the part-time program, and the Executive M.B.A. program. The full-time M.B.A. program offers students a choice of 14 functional areas in which to concentrate. With roughly half of its student body from outside the U.S. (coming from more than 40 countries), the Simon School’s full-time study-team system offers numerous opportunities to study and work directly with a diverse group of students on global management issues.

Simon’s recent strategic initiatives include the Early Leaders program, which focuses on recruiting students within three years of their college degrees in addition to those with four to five years of work experience, and implementing the FACt curriculum, which hones students’ problem-solving skills through emphasis on framed problems, analyzing solutions, and communicating options.

MARGARET WARNER GRADUATE SCHOOL OF EDUCATION AND HUMAN DEVELOPMENT

The Warner School prepares entry level and advanced practitioners for careers in teaching, K-12 and higher education administration, counseling, and human development, as well as careers in education research. Warner’s demanding programs and emphasis on research and reform attract students who are committed to social justice and to making a difference in individual lives as well as in their fields.

Warner is one of the smallest research schools of education in the country. It is increasingly recognized for making significant contributions to its field, most notably in the areas of early childhood, mathematics, and literacy education, as well as in school reform. The creation in 2001 of the Warner Center for Professional Development and Education Reform serves as a catalyst for forging new connections between theory and practice as well as between the University and the local community.
LABORATORY FOR LASER ENERGETICS

The Laboratory for Laser Energetics (LLE) is a unique national resource for research and education in science and technology. Established in 1970 as a center for the investigation of the interaction of intense radiation with matter, LLE has the five-fold mission to: conduct implosion experiments and basic physics experiments in support of the National Inertial Confinement Fusion (ICF) program; develop new laser and materials technologies; provide graduate and undergraduate education in electro-optics, high-power lasers, high-energy-density physics, plasma physics, and nuclear fusion technology; operate the National Laser User's Facility; and conduct research and development in advanced technology related to high-energy-density phenomena. LLE is one of the University’s larger divisions with an annual operating budget of $46 million and 315 full time equivalent employees plus 24 associated faculty, 24 undergraduate student employees, and 69 graduate students.

Since LLE’s formation, education has been one of its most important missions. High school, undergraduate, and graduate students are integrated into the ongoing research of the Laboratory. Students who have done research at LLE are making significant contributions as scientists at many of the most prestigious research institutions in the country, including national laboratories, industrial laboratories, and universities.

LIBRARIES AND MUSEUM

Headquartered in the landmark Rush Rhees Library, the River Campus Libraries hold about 2.5 million volumes and provide access to an extensive collection of electronic resources. The River Campus Libraries include several departmental libraries throughout the campus. Housing nearly three quarters of a million items, the Sibley Music Library of the Eastman School of Music is the largest music library affiliated with a college or university in the United States. A resource for health care and medical research, the Miner Library's print collections include more than 230,000 volumes. Located at the Medical Center, the library maintains an extensive collection of rare books and manuscripts as well as access to online databases. Located in the Memorial Art Gallery, the Charlotte Whitney Allen Library is a research center that supports Gallery programs and maintains collections relating to art, art history, and museum studies. The Memorial Art Gallery's permanent collection of more than 10,000 objects has been called the best balanced in the state outside of metropolitan New York City. It is one of the few university-affiliated art museums in the country that also serves as a community art museum.

GREATER ROCHESTER

Among the 100 largest metropolitan regions in the country, Greater Rochester has earned a reputation as one of the most livable communities in the nation. Located on the southern shore of Lake Ontario (and just northwest of the scenic Finger Lakes), Rochester offers its 1.1 million residents the amenities of a metropolitan area with a quality of life not available in many urban areas.
The original home of Eastman Kodak, Xerox, and Bausch & Lomb, Greater Rochester is steeped in the entrepreneurial spirit. In 2003, an economic consultant designated the community as one of the “top knowledge-based economic regions in the world,” ranking fourth out of 125. The region has one of the nation’s highest patent-per capita ratios and is third in the nation in donation dollars per resident. The University has had a profound impact on the region’s cultural, social, educational, medical, and economic strength. The University contributes not only as an educational institution and the region’s largest employer but also through technology transfer efforts that have helped launch new, high-technology startup firms.

The connections between the University and the community are especially evident in healthcare and cultural enrichment. Thanks in large part to the University Medical Center and Strong Health network, Rochester residents have access to top quality clinical facilities. Culturally, the University’s Eastman School of Music and Memorial Art Gallery (which serves as a public art museum) are major community assets. In addition, Rochester is home to the nationally acclaimed Garth Fagan Dance Company, Rochester Philharmonic Orchestra, Geva Theatre, the George Eastman House/International Museum of Photography and Film (the world’s premier museum of photography), the Rochester Museum and Science Center, and the Strong National Museum of Play (one of the nation’s leading museums for children and families), as well as many smaller organizations in music and theater.

Recognized as a region that values history as much as innovation, Rochester claims more sites on the National Register of Historic Places than any other city of its size. A pivotal community in both the suffragist and early civil rights movements, that history is honored as the site for the Susan B. Anthony House and as the gravesite of Frederick Douglass. A region known for its quality of life, Rochester is recognized as one of the top 10 most affordable housing markets in the country. In 2006, Newsweek included four Monroe County schools on the list of top 100 high schools in the country. Rochester boasts 20,000 acres of parkland and offers year-round recreational opportunities for those who like to be outdoors in all seasons. With 50 well-appointed golf courses, Rochester is a regular stop on the annual LPGA tour; Oak Hill Country Club – the “home” course of the University’s golf team – hosted the national PGA Championship in 2003. And the city is home to top level minor league baseball, hockey, and soccer teams.

For more information on living in Rochester, see www.rochestermadeforliving.com.
PROCEDURE FOR CANDIDACY

Inquiries, nominations and applications are invited. Review of applications will begin on January 15, 2007, and will continue until the position is filled. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the position description, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the University of Rochester’s consultants, Jean Dowdall, Ph.D., Alexander (Sandy) Williams, and Elizabeth Bohan, at RochesterProvost@wittkieffer.com. Documents that must be mailed may be sent to Witt/Kieffer, 2015 Spring Road, Suite 510, Oak Brook, IL 60523. The consultants can be reached by telephone at (630) 575-6131.

The University of Rochester 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.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of Rochester documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.