LEADERSHIP PROFILE

Provost and Executive Vice President of Academic Affairs

This Leadership Profile is intended to provide information about Chapman University and the position of Provost and Executive Vice President of Academic Affairs. It is designed to assist qualified individuals in assessing their interest.

Prepared by
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Heidrick & Struggles
Chapman University is located in the heart of Orange County, California, an exciting and ever-evolving hub of technology, business, and the arts. A nationally ranked, mid-sized private institution with two campuses, Chapman’s mission is to provide personalized education of distinction that produces inquiring, ethical, and productive global citizens. The University embraces an interdisciplinary approach to teaching, learning, performance, scholarship, and research in its undergraduate, graduate, and professional programs.

Originally named Hesperian College, Chapman first opened its doors on March 4, 1861, in Woodland, CA—coordinated to coincide precisely with the inauguration of President Abraham Lincoln. The earliest incarnation of Chapman University was open to all people in the belief that every person should have access to an education. In fact, the University’s first class included women and people of different ethnicities and faiths, proving that the University was ahead of its time. Over its history, Chapman moved down to Los Angeles and, later, Orange County, its home today.

In 2019, Chapman achieved an important milestone: its elevation to R2 status under the Carnegie Classification of Institutions of Higher Education, a recognition of its growth as a research-focused institution. This designation is an acknowledgement of the University’s rigorous research, doctoral, and professional practice degree programs. In addition, after being ranked at the top of U.S. News & World Report’s Best Regional Universities – West list for many years, and at #5 in 2018, Chapman debuted among national institutions at #125 in 2019.

Even before its elevation to an R2 institution, Chapman had gained national recognition for its commitment to excellence through both research and innovative teaching. Chapman attracts high-achieving undergraduate and graduate students from across the United States and internationally, offering the latest
educational and technological resources in its blend of new, state-of-the-art, and historic buildings. Chapman also houses a number of independent research centers and institutes that are engaged in diverse disciplines, ranging from economics and entrepreneurship to human rights and quantum studies.

Students

In the last decade, Chapman has achieved remarkable growth in both size and national prominence, nearly doubling its enrollment. Today, the Orange and Rinker campuses are home to more than 10,000 students (7,656 undergraduate in Orange and 2,345 graduate students) from 49 states, two U.S. territories, and more than 82 countries. The Chapman student experience is a holistic one; in addition to the renowned faculty and academic excellence, there are a variety of co-curricular opportunities that help make the educational journey at Chapman as full as it can be. For example, Chapman is home to 175+ student organizations, intercollegiate, club, and intramural athletics, a thriving arts and performing arts community, the Fish Interfaith Center, and more.

Chapman is committed to maintaining and increasing diversity within its student population; today, 20 percent of Chapman students are first generation and over 40 percent identify as Persons of Color. In addition, Chapman is extremely encouraging and supportive of international students, who comprise approximately 6 percent of the student body.

Faculty, Scholarship and Research

Chapman has over 530 Full-time faculty members, 459 of whom hold doctoral or other terminal degrees appropriate for their fields. The student: faculty ratio is 13:1, and students at Chapman learn directly from distinguished world-class faculty—including Nobel Prize recipients, MacArthur Fellows, National Medal of Science honorees, former U.S. Supreme Court clerks, and Emmy, Grammy, and Academy Award winners. Small classes foster close faculty relationships and promote robust exchange of ideas and innovations that shape global leaders in the arts, sciences, humanities, and beyond.

A hallmark of Chapman is the opportunity for students to conduct research and engage in creative projects in collaboration with their professors. Chapman faculty members are dedicated teacher-scholars who place a high priority on engaging students in their original, real-world research agendas. In the 2019-2020 academic year, Chapman University research expenditures were $19.6M for fiscal year 2019. Faculty members were awarded a total of over $7.5 million in extramural support from organizations such as the National Institutes of Health, National Science Foundation, the Department of Defense, and the Department of Agriculture.
Academics and Financial Model

Chapman University is organized in 11 different schools/colleges, 4 of which have been founded and funded recently, across two campuses (its main campus in Orange, and the Rinker Health Science campus in Irvine):

- Argyros School of Business and Economics
- Donna Ford Attallah College of Educational Studies
- Dodge College of Film and Media Arts
- Crean College of Health and Behavioral Sciences
- Wilkinson College of Arts, Humanities, and Social Sciences
- Dale E. Fowler School of Law
- Dale E. and Sarah Ann Fowler School of Engineering
- College of Performing Arts
- Schmid College of Science and Technology
- School of Pharmacy
- School of Communication

One of Chapman’s strongest assets, and a reflection of its long-term growth goals, is its healthy financial position resulting from careful planning. The budget is approximately $430M annually, 80 percent of which is driven by tuition. To that end, Chapman’s enrollment has doubled in the past decade, and through prudent financial management, the University has not had to make any layoffs during its implementation of COVID preparedness for the 2020-21 academic year (a cost of approximately $110M). Though the University undertook prudent cost-cutting measures as a result of the crisis, its financial strength has allowed it to deliver its commitment to the well-being of faculty, staff, and students.

The endowment is approximately $412M and has been amongst one the fastest-growing university endowments in the country. Chapman’s President has established an immediate goal of growing the endowment to $500M by 2023, and an ultimate goal of reaching $1B by 2028.
Community

Chapman is a collegial and civil community, committed to the common good, diversity, inclusiveness, and community engagement. Chapman is also aspirational, dedicated to the pursuit of excellence and academic distinction. It is an institution that is propelled forward by strong leadership at the helm and by faculty and staff committed to delivering an exceptional educational experience to students.

Location

Chapman’s Southern California location blends the ease of small-city living with access to cultural experiences, internships, and job prospects in one of the world’s most exciting metropolises. The Orange (City of Orange) and Rinker (City of Irvine) campuses are situated in the heart of Orange County. The City of Orange is a mid-sized community known for its historic architecture, perfect weather, and the Orange Plaza Historic District. The City of Irvine is known for its low crime rate, extraordinary public schools, and ethnic diversity. Irvine and Orange are near the beach and a short Metro-train ride to Los Angeles, the second-largest city in the United States.
OPPORTUNITY AND SUMMARY OF POSITION

The Moment in Time

Chapman is an institution grounded in the liberal arts and mission-driven values standing upon four pillars: the intellectual, spiritual, physical, and social dimensions of growth. Chapman has achieved numerous milestones, spurred by visionary, aspirational, and highly collaborative leadership. In the past decade, Chapman’s enrollments have nearly doubled, a reflection of its strategic focus on programs that address the needs of a changing marketplace. Moreover, in January 2019, Chapman became a nationally ranked R2 institution, opening up new opportunities and expectations for faculty research and scholarship, graduate programming, and national prominence. In all: Chapman has flourished, and will continue to thrive, as an institution with a strong tradition of multidisciplinary, student-centered, personalized education.

And yet, as is the case for nearly all institutions of higher education, critical challenges appear on the horizon. The demographic profile of the traditional college-age population is changing, most notably with the decline in high school-age birth rate translating into a more competitive market for high quality students. Likewise, the calls to acknowledge and address racial and economic inequalities in higher education have intensified. More intentional recruitment of underrepresented students, staff, and faculty will enhance the University’s standing as a national leader in higher education. Finally, COVID-19 is challenging all levels of the educational enterprise and for universities the challenge is unprecedented in manner and scale.

Chapman’s next Provost will help the institution navigate this dynamic landscape, providing innovative direction that recognizes its distinctive niche in higher education. Great investments in, and creative use of, technology to adapt nimbly to the pandemic could be harnessed for future pedagogical innovation.
Key Responsibilities
The Provost and Executive Vice President of Academic Affairs is the University’s chief academic officer with a tenured faculty position in one of the University’s academic units. The Provost reports directly to the President and is the chief executive on all academic activities. The Provost manages the following direct reports:

- Deans of all colleges and schools
- Dean of Wallace All Faiths Chapel, Enrollment VP, Student Affairs VP, Athletics Director and
- Vice Provosts and Directors of Institutes and Centers

The Provost provides visionary leadership to the academic mission of Chapman, partnering and engaging closely with the President and the Deans. The Provost will collaboratively develop and implement five-year strategic plans for Chapman that are founded on a commitment to social justice, equity, diversity, and inclusion. The Provost manages complex academic challenges including:

- Continuous evaluation and evolution of academic programs;
- Emerging research and educational strengths at the Orange and Rinker Health Science campuses;
- Conflict management and resolution;
- Budget and resource allocation;
- Faculty governance; University and professional program accreditation; and
- Student, parent, and community interactions.

As a member of the President’s Senior Staff and executive team, the Provost collaborates closely with the President, Board of Trustees, Vice Presidents, Deans, Faculty, and Staff. The Provost advances Chapman’s educational mission to develop future leaders and global citizens by providing personalized and holistic education across the University’s graduate and undergraduate programs. The Provost oversees accreditation and brings vision and leadership in shaping and implementing Chapman’s academic curriculum and programs in the advancement of the University’s strategic plans. The Provost maintains the academic integrity of Chapman University, and promotes the high level of intellectual discourse, curriculum, and scholarship befitting a top-tier research university.
The Provost manages faculty affairs, notably the hiring, tenure, and promotion processes, as well as regular evaluation of the University faculty, Deans, and academic administrators. As the chief academic officer of an R2 institution, the Provost works closely with the Vice President for Research and Deans to foster faculty and student research, creative activities, and scholarship. The Provost maintains close collaborative relations with the Faculty Senate through the Senate Executive Board and the Long-Range Planning Council. The Provost also oversees, supports, and implements Chapman’s equity, diversity, and inclusion initiatives.

The Provost plans and administers an expense budget of approximately $214 million. The Provost pursues fundraising opportunities for the University’s strategic initiatives in cooperation with the Executive Vice President of University Advancement. On matters related to the University’s financial and business operations, the Provost works in close collaboration with the President and with the Executive Vice President/Chief Operating Officer. The Provost consults with the University’s chief counsel on legal and regulatory issues.

The Provost oversees the Offices of Faculty Affairs, Accreditation, Diversity and Inclusion, Undergraduate Education, and Graduate Education. The Provost oversees the Center for Undergraduate Excellence, Institutional Research and Decision Support, Academic Advising, First-Generation Programs, Institute for Excellence in Teaching and Learning, and the Fish Interfaith Center. Finally, the Provost oversees independent research and creative centers and institutes.
OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

Pivotal Experience and Expertise

Chapman University seeks a Provost with the academic vision to lead, who meets the following criteria:

- Demonstrated track record as a successful academic leader with a record of increasing administrative responsibilities in a complex, higher education institution
- Proven organizational skills and analytical ability, with a strong focus on outcomes
- Persuasive oral and written communication skills, including an ability to communicate to various stakeholders, representing the University in external outreach activities and fundraising
- Demonstrated commitment to diversity, equity, and inclusion initiatives, particularly for underrepresented students, staff, and faculty
- An earned terminal degree in their discipline and an exceptional record of teaching, service, and nationally/internationally recognized scholarship, research, or creative accomplishments warranting appointment as a tenured full professor and chief academic officer

Culture and Leadership

- Collaborative, connective, facilitative, and inspirational leadership style appropriate for working across boundaries within a complex university
- Strong influencing, mentoring, and relationship-building skills; a track record of transparency, integrity, fair-mindedness, and high ethical standards of excellence
- Astute political sense and emotional intelligence; good judgment in assessing where improvements are needed; the ability to make appropriate connections, build bridges and synergies
- An open-minded approach to problem solving; the ability to process information and make timely and informed data-driven decisions; and the skill to understand and enable diverse viewpoints and approaches

NOMINATION/APPLICATION INFORMATION

Initial screening of applicants will begin immediately and continue until the position is filled. Chapman University will be assisted by Jackie Zavitz, Ellen Brown Landers, and Jill Sprong of Heidrick & Struggles, Inc.

Nominations and applications should be directed to: chapmanprovost@heidrick.com

Chapman University is an Equal Opportunity Employer committed to providing career opportunities to all people, without regard to race, color, religion, sex, age, national origin, sexual orientation, disability, veteran status, or any other characteristic protected by law.
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