Position and Candidate Specification

VANDERBILT UNIVERSITY

Chancellor

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Founded in 1873, Vanderbilt is a globally renowned research university located on a parklike campus set in the urban heart of Nashville, Tennessee. The students, faculty, staff and alumni comprising the university’s remarkably collegial and cooperative community share a commitment to the university’s mission of creating and deploying the ideas, knowledge and leaders that foster positive change in the world.

Vanderbilt University offers an immersive living–learning experience for its approximately 6,800 undergraduate students, with programs in the liberal arts and sciences, engineering, music, education and human development. Vanderbilt also is home to nationally and internationally recognized graduate schools of law, education, business, medicine, nursing and divinity, and offers robust graduate-degree programs across a range of disciplines, with a collective graduate enrollment of approximately 6,000. Its 10 colleges and schools are closely linked by a university-wide commitment to interdisciplinary teaching and research.

Top-ranked in both academics and financial aid, Vanderbilt is dedicated to inclusive excellence, drawing the world’s brightest students, faculty and distinguished visitors from all cultural and socioeconomic backgrounds. The university’s prominent alumni base includes Nobel Prize winners, members of Congress, governors, ambassadors, judges, admirals, CEOs, university presidents, physicians, attorneys, journalists, social activists, and professional sports figures.

The trajectory of Vanderbilt’s dynamic hometown, Nashville, has mirrored and is supported by the university’s own trajectory. The university works in close and constant partnership with city, state and federal leaders to support quality of life in our region and to leverage shared priorities and opportunities. Nashville appears on nearly every superlative list for American cities:

- No. 1 metropolitan area in economic strength, Policom (2019)
- No. 2 best college city, Princeton Review (2020)
- No. 3 best big city for jobs in the U.S., Forbes (2017)
- No. 4 best city to start a business, Inc. (2019)
- Top 10 city for tech jobs, Forbes and Money magazines (2017)

As reflected in the most recent annual report, the endowment returned on average, 10.2% per year over the last three years ending June 30, which according to Cambridge Associates, ranks in the top quartile of all endowments and foundations with over $1 billion in assets. Vanderbilt’s endowment has grown from $3.8 billion on 6/30/16 to $6.3 billion on 6/30/19, which is one of the highest growth rates among U.S. universities. Approximately 45% of the endowment is dedicated to financial aid, largely Opportunity Vanderbilt. This stewardship has helped Vanderbilt achieve bond ratings of AAA/AA+.
Independent and privately supported, the university and the separate, nonprofit Vanderbilt University Medical Center share a respected name and enjoy close collaboration through education and research. Together, the number of people employed by these two organizations exceeds that of the largest private employer in the Middle Tennessee region.

Vanderbilt’s 1,800 faculty members are nationally and internationally esteemed for their research contributions. Thirty-three faculty are fellows or members of a national academy; 12 are fellows of the American Academy of Arts and Sciences; 15 are fellows of the American Academy of Nursing; and 128 are fellows of the American Association for the Advancement of Science. Three Nobel laureates have served on the faculty. Vanderbilt is among the top 25 U.S. universities for federal funding for research and development.

In addition to its faculty, the university employs approximately 4,400 staff in support of its academic mission.

A member of the Southeastern Conference, Vanderbilt prepares its student-athletes to lead on and off the field and compete athletically at the highest level. Last year’s graduating class of student-athletes finished their college careers with more than 1,600 total wins, two national championships, eight conference championships and 31 postseason appearances, and included 17 All-Americans and 45 All-Conference recipients. Vanderbilt ranks highest in academic performance among the SEC’s 14 member universities, with its student-athletes earning a cumulative GPA above 3.0 every year for the past 13 years.

As the university prepares to publicly launch its capital, which will conclude with the celebration of the university’s 150th anniversary in 2023, a palpable sense of opportunity, momentum, and commitment to mission is felt in every area of the university.

For a more in depth look at Vanderbilt University, please visit:
Vanderbilt Homepage
Vanderbilt’s PSA
Vanderbilt by the Numbers
Message from Bruce Evans, Board of Trust Chair
Virtual Tour of Vanderbilt University
FutureVU
Reporting to the Board of Trustees, the Chancellor is the chief executive of the university responsible for the development and execution of institutional strategies that deliver excellence and ever greater levels of achievement.

The next Chancellor will be institutionally ambitious with an ability to deliver significant impact at scale. We seek an individual with:

- A leadership style characterized by collegiality, collaboration and civility
- Academic stature and broad familiarity with scholarship across a wide range of disciplines
- An ability to communicate effectively with the entire Vanderbilt community
- An unwavering commitment to the success of students, faculty and staff
- Dedication to and sophistication about diversity, equity, and inclusion
- Strategic, operational and financial acumen
- The ability to attract both financial and human resources
- An appreciation for the role athletics, athletic facilities and student-athletes, play in an academically rigorous institution
- A readiness to engage with the Vanderbilt University Medical Center and other key external partners
- An understanding of emerging technologies and their implications on education and research

In addition, the next Chancellor will bring a global perspective and have a deep understanding of both the national and international ecosystem for higher education. S/he will be an inspiring advocate not just for Vanderbilt but also for higher education in general and be able to forcefully communicate the essential role the academy plays in addressing many of the world’s most pressing problems.

**LIKELY PRIORITIES FOR THE NEXT CHANCELLOR**

- Advancing academic excellence and collaboration across the university, identifying priority areas where Vanderbilt can excel, and making strategic investments in those areas
- Building and retaining a more diverse faculty and staff in alignment with Vanderbilt’s increasingly diverse student body
- Completing the residential college system that provides the physical, socio-emotional, and learning environment required to deliver a distinctive, world-class undergraduate experience
- Investing in graduate and professional education and the research and teaching infrastructure to support it
- Deepening and expanding the positive and mutually beneficial relationship with the academic medical center
Expanding the university’s commitment to access through Opportunity Vanderbilt and ensuring that systems and structures are in place to fully support student success and the ongoing development of a highly inclusive campus culture

Embracing and leveraging the power of technology to enhance Vanderbilt’s reach and impact

Expanding Vanderbilt’s global presence while also engaging deeply with Nashville and the local region on issues of shared concern, e.g. public education, transportation, housing, economic development, etc.

Strengthening faculty governance and empowering a high-performing senior leadership team

Attracting the resources required to complete the existing academic strategic plan and to enable significant investments in future priorities, including the FutureVU comprehensive long-term campus land use plan and the athletics strategic plan and master facilities plan

Maximizing the impact of Vanderbilt’s upcoming 2023 sesquicentennial, particularly in terms of resource development, stakeholder engagement, and brand building
KEY VANDERBILT UNIVERSITY FACTS

- No. 1: Great financial aid, happiest students; Princeton Review (2020)
- No. 10: Best value among private universities; *Kiplinger* (2018)
- No. 4: Best-run colleges, most beautiful campuses; Princeton Review (2020)
- No. 10: Most innovative universities in the world; Reuters (2018)
- No. 8: Research funding by the National Institutes of Health, Vanderbilt University School of Medicine (2017)
- More than $400 million raised in gifts for the university’s no-loan scholarship initiative, Opportunity Vanderbilt, benefiting more than 10,000 students
- Number of students taking out need-based loans has decreased nearly 70% since launch of Opportunity Vanderbilt in 2008
- 291 new endowed chairs added since 2010, more than doubling number of chairs
- 43.2 percent of entering first-year class from underrepresented minorities, up from 22 percent
- 18.2 percent minority faculty
- Number of student applications up 103 percent to 34,313 applications for 1,600 seats, compared to 64 percent increase across the Ivies
- Five national championships

FINANCIAL AND OPERATIONAL HIGHLIGHTS

- Total assets $9.2 billion as of 6/30/19
- Endowment market value $6.3 billion
- Endowment payout 4.5% in FY19
- Endowment per student $488,995 as of 6/30/19

UNRESTRICTED OPERATING ACTIVITY

- Operating expenses by function
  - Instruction and other student services 65.6%
  - Institutional support 16.9%
  - Research 14.7%
  - Public service 2.8%

- Operating revenue by source
  - Net tuition, fees, room, board, other auxiliary 31.6%
  - Affiliated entity revenue 13.5%
  - Grants and contracts 17.8%
  - Gifts and endowment distributions 17.8%
  - Trademark, license and royalties 9.7%
  - Investment income and other 9.6%
VANDERBILT UNIVERSITY LEADERS (https://www.vanderbilt.edu/about/leadership/)

OFFICERS OF THE BOARD
Bruce R. Evans, chairman
Jeffrey J. Rothschild, vice chairman
Jon Winkelried, vice chairman
Adolpho A. Birch III, secretary

GENERAL OFFICERS
Susan R. Wente, interim chancellor; provost; vice chancellor for academic affairs
André L. Churchwell, interim vice chancellor for equity, diversity and inclusion; chief diversity officer
Steve Ertel, vice chancellor for communications
Nathan Green, vice chancellor for government and community relations
Anders W. Hall, vice chancellor for investments; chief investment officer
Eric C. Kopstain, vice chancellor for administration
John M. Lutz, vice chancellor for information technology
Ruby Z. Shellaway, vice chancellor, general counsel, and university secretary
Susie S. Stalcup, vice chancellor for development and alumni relations
Brett C. Sweet, vice chancellor for finance; chief financial officer
Malcolm Turner, vice chancellor for athletics and university affairs; athletics director

ACADEMIC LEADERSHIP
Jeffrey R. Balser, dean of the School of Medicine
Mark D. Bandas, dean of students; associate provost
Vanessa B. Beasley, dean of residential faculty; vice provost for academic affairs
Camilla P. Benbow, dean of Peabody College
Douglas L. Christiansen, dean of admissions and financial aid; vice provost for enrollment affairs
Philippe M. Fauchet, dean of the School of Engineering
John Geer, dean of the College of Arts and Science
Tracey George, vice provost for faculty affairs
Melissa S. Gresalfi, dean of The Martha Rivers Ingram Commons
Chris P. Guthrie, dean of the Law School
Valerie Hotchkiss, university librarian
M. Eric Johnson, dean of the Owen Graduate School of Management
Lawrence J. Marnett, dean of basic sciences, School of Medicine
Linda D. Norman, dean of the School of Nursing
Padma Raghavan, vice provost for research
William H. Robinson, interim vice provost for strategic initiatives
Emilie M. Townes, dean of the Divinity School
Mark W. Wait, dean of the Blair School of Music
Mark T. Wallace, dean of the Graduate School