



An Invitation to Apply
For the Position of

Vice Provost/Vice President for Campus Life
Durham, NC

Duke University seeks an outstanding and visionary leader to serve as its next Vice Provost/Vice President for Campus Life (“VPCL”). Reporting to both the Provost and the Executive Vice President, this individual will lead a first-class, complex student affairs organization. To do so, the VPCL will be a builder of community and culture, an advocate for student needs, and a gifted administrator with business acumen. Success in this role will require a deep understanding of the current issues in student affairs, the needs of a diverse student body, the role the university plays in creating and sustaining a safe learning and living community for students, and the interdependence of the academic and non-academic aspects of the student experience.

This is a tremendous opportunity for an accomplished student affairs leader to join the senior leadership at Duke University, to serve its students as an inspiring and respected ally, and to lead the university’s efforts to provide the very best student experience. The position requires a leader with strategic vision and a thorough understanding of best practices in student affairs. The successful candidate will be the students’ advocate first and foremost, but will also bring the skills and experience necessary to manage senior staff, a large budget and complex business enterprises, and an appreciation for the aims and needs of the university community as a whole.

As the senior student affairs officer at Duke, the VPCL will play a central role in the formulation of student policies and programs, determine fiscal requirements, prepare budgetary recommendations, and provide counsel as the university makes strategic decisions that shape the undergraduate and graduate student experiences. The Division of Campus Life (currently known as Student Affairs) operates with a budget exceeding \$119 million and with a workforce of more than 500 employees and 600 students and more than 1.5 million square feet of facilities across the campus. The VPCL is responsible for residential and dining services, multiple student extracurricular organizations at the undergraduate and graduate level, the career center, student wellness services, parent and family programs, and a variety of other student-directed services.

The firm Isaacson, Miller has been retained to assist the search committee in this important recruitment. All inquiries, nominations, and applications should be directed to the search firm, as indicated at the end of this document.

The Duke Experience

Duke was created in 1924 with a gift from James Buchanan Duke to Trinity College. Today, it is universally regarded as one of the leading American and global research universities.

Duke prides itself on an exceptionally diverse, engaged, and talented student body. Students represent a broad range of intellectual, cultural, and demographic perspectives that create a well-rounded learning and living community. The leadership at Duke has committed to a campus life experience that is welcoming to all students while providing the experiential education needed for student success.

Most recently, Duke has enrolled almost 7,000 undergraduates and nearly 8,900 graduate and professional students across ten schools (Arts & Sciences, Fuqua School of Business, Divinity School, Pratt School of Engineering, Nicholas School of the Environment, Graduate School, School of Law, Sanford School of Public Policy, and the Schools of Medicine and Nursing). In 2017, Duke welcomed more than 1,500 new international students representing 109 countries of primary citizenship. Students of color and women make up more than half of the undergraduate and graduate student body. The undergraduate student population is approximately 88.5% domestic including students from 44 states, Armed Forces Pacific, and Puerto Rico and 11.5% international from 71 countries. In addition to its main campus, the university also operates the Duke University Marine Lab in Beaufort, NC and Duke Kunshan University (a partnership with Duke, Wuhan University, and the city of Kunshan) and the Duke-NUS Medical School (a partnership with National University of Singapore).

Duke has developed a distinctive educational identity that integrates undergraduate teaching with front-line research and wide access to the professional schools. The commitment to undergraduate education combined with a pervasive interdisciplinary culture and proximity to world class graduate and professional schools sets it apart from peer institutions. Duke students typically exercise a breadth of academic choice in the context of a rigorous liberal arts program with interdisciplinary majors, minors and concentrations, blending that with civic engagement, both local and global, on issues large and small. Admissions rates reflect the success of this approach. Duke undergraduate applications have moved up steeply over the last decade, to over 37,000 for a class of around 1,740.

Co-curricular activity reinforces intellectual life, with faculty engaged with students outside of the classroom. To aid inclusion, Duke funds a full range of cultural offices and houses and has located them prominently in the heart of the campus. The university has invested in the arts, with a major art museum, the Nasher Museum of Art, opening in the past decade and the Rubenstein Arts Center, which opened in January, 2018. The full range of learning opportunities – experiential, service, and global – gives immediacy and excitement to undergraduate academic work. Fully half of students applying to Duke cite “engagement” programs as their reason for choosing Duke.

Because of the importance it attaches to the undergraduate residential experience, Duke requires students to live on campus for their first three years. Students have the ability to live in three Living Learning Communities, which are specialized living spaces that integrate inside and outside classroom experiences. Additionally, Duke allows students to create selective living groups designated for fraternity, sorority, and social selective groups. There are currently over 40 selective living groups.

Division of Campus Life

The Division of Campus Life (currently Student Affairs) at Duke is a national leader in nearly every respect. The new VPCL will inherit this thriving organization and continue to collaborate with colleagues across the university community on matters that shape the student experience and the campus culture.

He or she will be an advocate and mentor for both undergraduates and graduate students and will lead a large division of the university delivering a complex array of services and programs.

The Division of Campus Life includes oversight of all student housing facilities and residence life (approximately 6000 beds of undergraduate housing), campus dining operations, support of all student clubs and organizations (graduate/professional and undergraduate), health services (physical care, mental health, wellness, student health insurance and students of concern), career services (undergraduate and some graduate/professional programs), as well as onboarding/orientation programs, student veterans support services, parent and family programs, a comprehensive array of identity and ethnic centers, and various other services. Campus Life also provides a campus-wide emergency response mechanism which includes on-call coverage and response partnering with Duke Police to ensure around the clock coverage for all student needs. Central staff within the Division includes teams and individuals responsible for fiscal oversight, evaluation and assessment, human resources, marketing and communications, IT services and data management.

The VPCL search is underway as Dr. Larry Moneta has announced his plans to retire after nearly twenty years leading, and transforming, student affairs at Duke. Dr. Moneta has spearheaded the creation of innovative programs in such areas as the arts, diversity, career planning, and counseling. Under his leadership, Duke has made significant improvements in promoting student wellness, creating new social, meeting and living spaces, and expanding student dining options. Dr. Moneta oversaw the opening of a new Student Wellness Center in 2017 that united Duke's health and wellness departments in one location. He also led the multi-year renovation of the Brodhead Center, where a dozen local restaurants are housed; Duke's student dining services has recently received top rankings by several publications. Nearly all of Duke's student residences have received significant upgrades during his tenure, and new residence halls have been constructed on West and East Campuses.

Opportunities and Challenges

Alongside campus partners, the VPCL will work to shape and promote the vision of a fully integrated student experience and enhance the connections between the academic and non-academic dimensions of student life. Given the collaborative and relational culture of Duke University, this individual must lead with trust and transparency. A successful candidate will possess a genuine curiosity about and respect for others' perspectives, will take time to understand the many facets of the academic enterprise, and will actively engage in dialogue with colleagues across the campus and beyond. The position demands outstanding management and leadership skills, business acumen, as well as an innate ability to connect with students, faculty, and staff.

The primary opportunities and challenges for the VPCL will include the following:

Provide visionary and strategic leadership

The VPCL will be a leader with strategic vision, a sophisticated understanding of the key issues in student affairs, and the innovative spirit to meet the particular challenges facing higher education in the 21st century. He or she will be on-call to serve as a principal adviser to the President and Provost on matters that influence the student experience. The VPCL will pose challenging questions on even the most difficult topics and speak with a clear and trusted voice in leadership deliberations. In moments of crisis or conflict, he or she will draw on both expertise and creativity to offer constructive ideas and devise effective solutions. Duke will look to this individual to originate consequential ideas and stimulate the very best strategic thinking among the leadership.

Promote a fully integrated student experience

The VPCL will promote the vision of a fully integrated student experience, combining the curricular and co-curricular dimensions of student life with a keen appreciation that fulfillment of its academic mission is the university's paramount obligation. The VPCL will help students strike the right balance between the rigor of their academic program and the wide array of options outside the classroom, and will seek opportunities to incorporate intellectual engagement in student life.

A key partnership will be with the Vice Provost for Undergraduate Education. The VPCL will need to forge strong connections with the faculty, earning their respect and trust as an advocate for and administrative connection to campus life. As a member of the Provost's senior leadership team, the VPCL will also collaborate closely with academic deans within each of the colleges and schools to plan for and provide services and programs of interest to faculty and students alike and to ensure effective focus on Duke's commitment to equity and social justice. The VPCL also supports counterparts at Duke Kunshan University.

Support an increasingly diverse student body and address issues of inclusion, access, and equity

Duke has made tremendous strides to increase the racial and socioeconomic diversity of its student body. The VPCL will work with colleagues to anticipate and respond, in innovative and thoughtful ways, to the changing social and academic needs of the next generation of incoming students. In response to recent incidents on campus and around the country, many students have expressed their desire for a more inclusive campus culture as well as greater transparency, awareness, and support regarding diversity and equity. Addressing these needs and concerns will be a top priority for Duke's next VPCL, understanding that moments of renewed attention and commitment bring real opportunity for change.

The VPCL will help advance Duke's devotion to the values of community and diversity by building an inclusive campus culture ensuring that all students recognize and benefit from the educational and cultural values of difference. The VPCL, in collaboration with others, will envision new ways to encourage student social engagement that aligns with Duke's values and aspirations, and to bring people together across lines of difference.

Lead and continue to develop a strong management team

Campus Life benefits from a highly effective management team. The new VPCL will inherit a talented senior team, and must therefore inspire, support, and manage accomplished professionals with a wide range of expertise and responsibility. Through accessible and supportive leadership, clarity of purpose, and ongoing opportunities for development, he or she will enable the team to continue to build performance levels. With retirements on the horizon, the VPCL will also have the opportunity in the near future to identify and recruit talent to join their team.

The role requires strong fiscal management skills and the ability to use data to inform decision making. The VPCL will need to assess the division's overall effectiveness and structure to ensure it is appropriately addressing the needs of Duke's students. The role also requires experience and ability to understand and oversee the complex compliance and regulatory environment in higher education and student affairs.

Build and maintain critical relationships

Duke is a highly relational community. To succeed in this environment, the new VPCL must develop strong working relationships across the university among the senior leadership team and with administrators, deans, and faculty members. He or she must convey not only professional expertise, but also respect for the academic culture and a devotion to protect and advance the university's overall interests.

The new VPCL should circulate widely across the campus to learn from leaders about current challenges, potential concerns, long held beliefs, best practices, and opportunities for improvement. He or she must respond to the needs of individual colleagues and units, while keeping a high level and comprehensive perspective on issues that affect the entire institution and the student experience. The VPCL must have a deep commitment to ensuring the academic, personal, and post-graduate success of students with a particular focus on those who have historically been underserved or under-prepared for collegiate success.

Successful management of a complex business enterprise

The person in this role will be responsible for leading a complex business enterprise that generates its own \$119 million revenue through services and fees. This position oversees organizational and managerial systems which include operations of many buildings and programs including residential, dining, and student social and cultural spaces and conference and events needs.

The complexity of the operational enterprise will require a VPCL with sophisticated business acumen. The successful candidate will manage the overall budget, provide guidance, interpret results, and develop near-term and long-range forecasts. The VPCL will also manage business operations to include policies, financial procedures, revenues, budget reporting, and compliance.

Professional and Personal Qualifications

Duke's next VPCL will be a preeminent university citizen and a seasoned student affairs professional with many of the following professional qualifications and personal qualities:

- A deep understanding of the educational value of a diverse community; a demonstrated track record of advancing diversity and enhancing inclusiveness; an ability to bring groups and individuals to common ground across lines of difference, including race, class, and socio-economic status;
- A long-standing commitment to the needs of students from a variety of backgrounds and an understanding of the resources necessary to provide a campus living experience that supports their intellectual growth, physical and mental health, and cultural practices;
- A liveliness of intellect and a commitment to engage collaboratively with faculty members and to respond effectively to their needs and concerns;
- Proven skills as a senior manager, with demonstrated ability to mentor and support staff and provide successful oversight of people, budget, and space; a track record for inspiring colleagues with energy and a dedication to their professional development, as well as a commitment to clarity and accountability;

- Sincere engagement with students and the campus community; a strong, visible presence and active participation in a range of campus activities; the ability to engage with students in a variety of settings using current technology and modes of interaction;
- Wisdom and judgment; the capacity to make and stand by difficult decisions, always mindful of the need for fairness, consistency, and the potential impact of each decision on individuals and the broader community;
- Sophisticated interpersonal skills; a firm, but fair, approach to the resolution of conflict; a commitment to consult extensively, balanced by a willingness to act decisively when consensus is elusive; energy, agility, sense of humor;
- Proven ability to manage through crises with equanimity, discretion, and a sense of responsibility and respect for students, families, and the institution;
- A strong advocate for Duke University, the institution's priorities, and its teaching, research, and service mission; an energetic and conscientious administrator broadly familiar with issues in higher education as they relate to all aspects of the undergraduate and graduate student experience.

Candidates should have 10 or more years of substantial experience/responsibilities in student affairs, preferably in a complex university setting. A doctoral degree is strongly preferred, though not absolutely required.

TO APPLY

Duke University has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications, should be directed in confidence to:

Ponneh Varho, Partner
Keight Tucker Kennedy, Managing Associate
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Electronic submission of materials is strongly encouraged.

Duke University is an Affirmative Action/Equal Opportunity Employer committed to providing employment opportunity without regard to an individual's age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. Duke also makes good faith efforts to recruit, hire, and promote qualified women, minorities, individuals with disabilities, and veterans.