



**Provost and
Vice Chancellor for
Academic Affairs
Position Description
September 2024**



POSITION SPECIFICATION

Position	Provost and Vice Chancellor for Academic Affairs
Organization	Texas Christian University
Location	Fort Worth, Texas
Reporting Relationship	President
Websites	TCU: www.tcu.edu Provost's Office: https://provost.tcu.edu

THE OPPORTUNITY

Texas Christian University invites applications and nominations for the next Provost and Vice Chancellor for Academic Affairs. The next leader will have the opportunity to increase the research and scholarly output and stature of TCU.

Reporting to the President, the Provost is the chief academic officer of the University and is responsible for all aspects of TCU's academic mission. The Provost's Office serves as a communication link with external constituencies, including the Board of Trustees, multiple accrediting agencies, and other key partners. The selected candidate will be an accomplished scholar who possesses an earned terminal degree and credentials warranting tenure and the rank of professor in one of the University's academic departments. The next Provost will have an established record of success in academic administration and a visionary leadership style that is transformative, engaging, and inclusive. The Provost also will have exemplary interpersonal communication skills, a demonstrated commitment to supporting a diverse and inclusive campus community, and an appreciation of the multiple undertakings of a major university.

The Provost will join TCU during a period of strong undergraduate growth and at the initiation of an enhanced strategic plan that is optimally positioned for creativity, innovation, and aspirational thinking. The Provost will be a dynamic and entrepreneurial leader with a strong commitment to excellence in higher education, demonstrated administrative skills in leading a complex organization, and the ability to work with a diverse array of campus leaders to guide the institution to the next level of distinction. The Provost must have a record demonstrating commitment to maintaining a robust system of shared governance and to advancing transparency and trust across campus. An appreciation for the integral role of TCU in the Fort Worth and DFW Metroplex community, a willingness to continue developing national connections, and, in collaboration with the President and Chancellor, the capacity to attract financial support from the public and private sectors, will be essential.

As the chief academic officer of the University to a wide variety of constituencies, the Provost must have an excellent grasp of the challenges and opportunities facing higher education and the ability to connect and collaborate with a variety of stakeholders and groups to achieve collective success. The Provost must also be a decisive leader who embodies integrity, is responsive, collaborative, and creative, and is dedicated to the success and wellbeing of all students.



ABOUT TEXAS CHRISTIAN UNIVERSITY

Texas Christian University is a private university located in Fort Worth, Texas. TCU is a top 100 National University as classified by *US News and World Report* and has a Carnegie Classification of R2: Doctoral Universities – High Research Activity. The University has a \$2.6 billion endowment.

Founded in 1873, TCU sits on 302 acres nestled in a tree-lined neighborhood of Fort Worth, just minutes away from downtown. TCU's mission is rooted in educating individuals to think and act as ethical leaders and responsible citizens of the global community. Starting with just 13 students, brothers Addison and Randolph Clark brought to life their vision of an institution that would “promote literary and scientific education” rooted in values and character. TCU was one of the first co-ed institutions west of the Mississippi, innovative thinking in the 1870s. TCU succeeded in creating an enriching community for men and women to acquire a liberal arts education and strive for the greater good.

As the world changes dramatically, TCU remains a thriving and connected academic community that values integrity, engagement, community and excellence. Over the past 20 years, TCU has invested more than \$1 billion into new and renovated facilities where students are supported in their quest for education, inspiration, and success. Over 151 years later, TCU is still honoring its history and legacy, with more than 100,000 living alumni and over 12,000 students striving to serve the greater good and each other.

TCU enrolls more than 12,000 students, including 10,915 undergraduate and 1,870 graduate students, offering 118 undergraduate areas of study and 99 graduate areas of focus. TCU continues to attract some of the nation's most outstanding student talent to Fort Worth and the institution is one of the most selective universities in the state of Texas. In fall 2023, TCU's first-year retention rate reached a new high of 94 percent. The University has benefitted from significant enrollment growth with first-year student enrollment increasing significantly, while maintaining a favorable student-faculty ratio. One in three students self-identify as a student of color, one in twenty-five are international students, and fifty-five percent are from out-of-state.



Each year, TCU offers hundreds of needs-based and merit scholarships to ensure that talented and academically gifted students can access a TCU education. The University continues to grow the financial aid budget. TCU's focus on students is reflected in a number of accolades. Three out of four students receive financial aid, and in 2024, *The Princeton Review* ranked TCU #7 in the category of *Best Quality of Life*. TCU is comprised of 9 schools and colleges:

AddRan College of Liberal Arts
Bob Schieffer College of Communication
College of Education
College of Fine Arts
College of Science & Engineering
Harris College of Nursing & Health Sciences
Neeley School of Business
John V. Roach Honors College
Anne Burnett Marion School of Medicine

The University has more than 700 full-time faculty members. The teacher-scholar model embraced by the faculty provides a balance of teaching, scholarship, and service and offers enriching experiences and involvement with impact. With a 13:1 student-to-faculty ratio, TCU's educators are deeply invested in the student's academic journey which is grounded in the liberal arts tradition.

Higher education is experiencing dynamic change and TCU is eagerly preparing for a future of continued growth and academic excellence. Now more than ever, there are exciting opportunities to engage, educate, and support students while continuing to strengthen TCU's position as a leading university. Below are four pillars in TCU's current strategic plan: *Vision in Action: Lead On:*

Strengthen the academic profile and reputation – The academic reputation of a university is of great, perhaps critical, importance in determining whether undergraduate and graduate students choose to come to TCU. Similarly, it influences faculty when they make a career choice and commitment.

Strengthen the endowment – The tremendous generosity of TCU donors throughout history has shaped TCU. The caretaking and stewardship of the endowment is essential to the growth of TCU. The demographics of the future demand that TCU prioritize the use, value, and growth of the endowment, which will allow TCU to continue to support a balanced and academically distinguished academic enterprise.

Strengthen the TCU experience and campus culture – TCU has always promoted ethical values and principled leadership as core to its culture. The TCU community is uniquely positioned to model inclusive leadership within a campus community where all are welcome.

Strengthen the workforce (both employees and graduates) – Each student who entrusts themselves to TCU's guidance, each faculty who serves as a teacher and a scholar, and each staff member will encounter a diverse and stimulating community, profoundly dedicated to civility, respect, gratitude, and inclusiveness.

TCU is affiliated with the Christian Church (Disciples of Christ).. While TCU honors and recognizes its strong institutional ties, its students come from more than 60 religious traditions and can participate in 23 recognized student religious organizations on campus, including groups for



Christian, Jewish and Muslim students, among others. Faculty and staff belong to a wide array of religious affiliations (including no religious affiliation).

The TCU campus is beautiful with manicured, tree-lined walkways and welcoming common spaces. Many say it immediately “feels like home.” TCU offers a seamless blend of the traditional and modern, weaving athletic facilities and stadiums with performing arts venues and state-of-the-art academic spaces. Members of the University and community walk through stately columned grounds that give way to sleek, modern, technology-first spaces that invite collaboration and interaction. The sense of community at TCU is unparalleled; fifty percent of the undergraduate student body lives on campus, a percentage that has increased each of the past five years as a result of the University’s commitment to residential living. With a robust on-campus life, students have more than 300 organizations to participate in and a thriving community in Fort Worth to engage and serve.

At TCU, diversity, equity, inclusion, access, and belonging are an educational imperative directly tied to the University’s mission, value proposition, and the *Vision in Action: Lead On* strategic plan. Fulfilling TCU’s mission to develop ethical leaders and critical thinkers in a global community depends on the University’s ability to attract and retain students, faculty, and staff from diverse backgrounds. A diverse and inclusive campus leads to innovation, broadened perspective, and understanding and these values are foundational aspects of higher education. For the fifth consecutive year, TCU has earned the Higher Education Excellence in Diversity Award, which highlights ongoing commitment to build a comprehensive strategy that aligns with core values and creates a campus culture where everyone is respected and included. For more information about TCU, please visit the following websites:

Rankings and Quick Facts: <https://www.tcu.edu/about/quick-facts.php>

Mission and History: <https://www.tcu.edu/about/mission-history.php>

Campus: <https://www.tcu.edu/about/our-campus.php>

Traditions: <https://www.tcu.edu/about/traditions.php>

Leadership: <https://www.tcu.edu/about/leadership/index.php>

Strategic Plan: <https://www.tcu.edu/strategic-plan/index.php>

Colleges and Schools: <https://www.tcu.edu/academics/colleges-schools.php>

Athletics: <https://gofrogs.com/>

ABOUT FORT WORTH / DFW METROPLEX

Fort Worth, Texas, is the 12th largest city in the United States, with an ever-growing population nearing one million. Fort Worth and TCU have grown together in a nearly 150-year relationship. Many Horned Frogs remain here after graduation, thanks to the region’s thriving job market. Like TCU, Fort Worth has the approachable, friendly charm of a smaller town, but offers the amenities, cultural activities, diversity, and unique personality of a large city.

Fort Worth is part of the Dallas-Fort Worth (DFW) metropolitan area, the fourth-largest metropolitan area in the United States, and the number one tourist destination in Texas. In 2018, Fort Worth was ranked the 7th most affordable city to live and work in the United States, and *U.S. News and World Report* named Fort Worth one of the “Best Places to Live.” Fort Worth, Dallas, and Arlington all rank among the top 25 most diverse cities in the country.

Fort Worth is known for its vast array of cultural, educational, and entertainment opportunities. The city boasts three world class art museums including the Kimbell Art Museum, the Modern Art Museum of Fort Worth, and the Amon Carter Museum of American Art. The Bass Performance



Hall is one of the premier performance venues in the country, home to world-class touring productions; resident dance, music, and opera companies; and performances by TCU students and faculty. Concerts, film festivals, and other events are held regularly at Sundance Square, Panther Island, and Near Southside venues. The Fort Worth Stockyards in the historic district in Fort Worth features live music and the world's largest honky-tonk, daily cattle drives, and authentic Texas barbecue restaurants. Dickies Arena, a 14,000-seat multipurpose venue, is located within a ten-minute drive of TCU's campus and offers family shows, rodeo performances, and concerts featuring big-time entertainers.

Outdoor recreation opportunities abound, taking advantage of the nearly year-round good weather. Along the river are over 70 miles of Trinity Trails bike/walk paths and parks. The Fort Worth Zoo is ranked the #1 zoo in the country and the Fort Worth Botanic Gardens offer spectacular park experiences and frequent events. The Fort Worth Nature Center has 20 miles of hiking trails through native habitats. Numerous other parks offer facilities for land and water sports.

The DFW Metroplex offers many educational opportunities with over a dozen institutions of higher education and award-winning K-12 schools. Seven schools in north Texas earned the U.S. Department of Education's Blue Ribbon award in 2016. In 2018, the National Center for Urban School Transformation awarded four Fort Worth schools the America's Best Urban Schools Award.

The DFW Metroplex was the fastest growing metro area in the U.S. from 2016 to 2017. There are approximately 22 Fortune 500 companies and more than 10,000 corporate headquarters in DFW. This vital economic area is adding over 100,000 jobs per year. More broadly, the North Texas region is one of the most vibrant economic regions within the United States. Alliance Texas in north Fort Worth is the nation's largest inland port with 488 companies utilizing its logistics and distribution center. DFW Airport is also a major transportation hub that provides direct connections for easy access to most major cities in the U.S. and across the globe.

KEY RESPONSIBILITIES, EXPERIENCE, AND QUALIFICATIONS

Competitive candidates will bring the following professional experience, qualifications, and traits required to undertake the role's key responsibilities:

Leadership

- A visionary and forward-focused leader whose style will actively engage the TCU academic community in thoughtful discourse about its future
- A dynamic communicator, who champions and represents TCU's faculty and academic staff, as well as students and alumni, to internal and external audiences
- A trustworthy collaborator who respects faculty shared governance, who cultivates a shared and compelling vision, and partners in developing a data-informed path forward for TCU
- A decisive academic administrator, who understands the changing landscape of higher education, particularly for private institutions; who is able to anticipate and articulate the critical issues, opportunities, and challenges facing faculty and academic staff in the foreseeable future; and who is willing to make the difficult decisions that are in the best interests of the institution's academic future
- An academic leader who understands the important role that athletics plays in the University and the challenges to come in collegiate athletics
- A leader who understands and champions the issues of diversity, equity, and inclusion within the context of higher education and the impact these values have on campus



Management

- Leads by listening and demonstrating an understanding of the people and issues involved
- Comprehends the nuances of higher education administration and is knowledgeable about the major issues facing private comprehensive universities, including enrollment management, shared governance, creative program development, sustainability, new technologies, and academic and administrative best practices
- Builds and manages motivated, efficient, high-performing teams and is skilled at inspiring others to embrace change; understands what motivates different people; has an ability to recruit/retain faculty talent
- Manages a complex organization evaluating academic success with well-defined metrics
- Draws on financial management experience with a willingness to consider creative financial modeling that will strengthen TCU in a climate of finite resources
- Negotiates skillfully to achieve a fair and equitable outcome or promote a common cause and works to productively resolve conflict
- Delegates effectively while maintaining focus on strategy and goals
- Advocates for compliance with institutional and external regulations
- Shows appreciation for, and recognizes the work of, faculty, staff, and administrators

Mission Performance

- Demonstrates a passionate commitment to TCU's academic mission
- Articulates a clear vision for advancing the academic mission and values of TCU
- Champions access and support services for underrepresented stakeholders and advances the diversity, equity, inclusion, and access of faculty, staff, and students
- Understands, advocates, and supports TCU's commitment to excellence in teaching, research, and service to the community
- Appreciates the history and journey to success of TCU and champions the sustainable future of the institution

Personal and Interpersonal Characteristics

- Engenders trust, honesty, and hope in others
- Acts with honor and integrity of the highest order, both personally and professionally
- Exhibits authenticity, warmth, optimism, and a sense of humor
- Demonstrates courage to act on convictions and welcomes accountability for such acts
- Communicates transparently, naturally, frequently, and effectively
- Demonstrates intercultural competence and a global perspective; is committed to inclusion in its many forms and comfortable articulating, promoting, and celebrating it
- Exhibits self-awareness, humility, and empathy towards others

Relationships and Connections

- Supports and respects the strong culture of faculty shared governance at TCU by working closely and collaboratively with faculty leadership to sustain and strengthen existing structures and procedures
- Engages openly and amicably with faculty, staff, and students, on campus; with a familiar and visible presence on campus
- Commits to students, the student experience and works to build successful infrastructure to support undergraduate and graduate students' success



- Exhibits the ability to build productive relationships with both internal and external stakeholders (including alumni and donors) to support the University's mission
- Works effectively with alumni, donors, and others who are interested in supporting TCU
- Demonstrates sensitivity to the culture, needs, and aspirations of the surrounding community

Direct Reports

- 11 Deans (9 Colleges, Library and Graduate Studies)
- Vice Provost
- Vice Provost, Enrollment Management
- Vice Provost for Research and Dean of Graduate Studies
- Associate Provost, Faculty Affairs
- Associate Provost, Undergraduate Affairs
- Associate Provost, Academic Planning, Budgeting, and Operations
- Director, Communications and Special Projects
- Director, TCU Core Curriculum
- Provost's Faculty Fellow and Academic Affairs DEI Advocate
- Executive Assistant to the Provost

EDUCATION AND CREDENTIALS

The Provost must be an accomplished scholar who possesses an earned terminal degree and credentials warranting tenure and the rank of professor in one of the University's academic departments. A strong record of academic leadership accomplishments, such as progressive higher education administration responsibility, is also required.





NOMINATIONS AND APPLICATIONS

Texas Christian University has retained the services of Dr. Josh Ward at the executive search firm Korn Ferry. Applicants should submit the following two documents (as two separate PDFs):

1. An up-to-date and detailed curriculum vitae.
2. A brief (2-4 pages) letter of interest describing why you are interested in becoming the next Provost at TCU, why you would be successful based on your professional and/or lived experience, and why now is a good time for you to consider this opportunity.

For priority consideration, please submit all application materials by **October 1, 2024**. The two documents (as separate PDFs) should be sent directly to:

Josh Ward, PhD
Senior Client Partner
Higher Education | Academic Medicine | Law
Korn Ferry
(405) 640-3994
Josh.Ward@KornFerry.com



Texas Christian University is an Equal Opportunity/Affirmative Action employer with a strong commitment to hiring for our mission and diversifying our workforce. All qualified applicants will receive consideration for employment without regard to age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, genetic information, covered veteran status, and any other basis protected by law.