



EMORY  
UNIVERSITY

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## Vice President and Dean of Campus Life

**2018**

Heidrick & Struggles advises client organizations on the basis of an exclusive consulting assignment.

## The Institution

<b>The Institution</b>	Emory University
<b>Institution Location</b>	Atlanta, Georgia
<b>Website</b>	<a href="http://www.emory.edu">www.emory.edu</a>
<b>Overview</b>	<p>Emory University is one of the world’s leading institutions of higher education, with an international reputation for path-breaking scholarship and research, engaged teaching, and innovative health care delivery. Emory traces its roots to the 1836 founding of Emory College in Oxford, Georgia. Emory’s programs today are entirely nonsectarian abiding with the conviction that education is a strong moral force in both society and the lives of individuals. With a mission “to create, preserve, teach, and apply knowledge in the service of humanity,” Emory University seeks to lead through moral and ethical engagement, discovery and innovation.</p> <p>A member of the Association of American Universities (AAU) since 1995, the University benefits from collaboration and synergy among its nine undergraduate, graduate, and professional schools. These schools include Emory College of Arts and Sciences, Oxford College, School of Medicine, Nell Hodgson Woodruff School of Nursing, Candler School of Theology, School of Law, Goizueta Business School, Laney Graduate School, and Rollins School of Public Health.</p> <p>The University’s Woodruff Health Sciences Center facilitates close collaboration in health care clinical research and teaching. It encompasses the schools of nursing, public health and medicine, the Yerkes National Primate Research Center, the Winship Cancer Institute - a National Cancer Institute-designated center - and Emory Health Care.</p> <p>Emory’s reach and impact extend far beyond its Atlanta and Oxford campuses. The University’s 32,000 employees — including more than 14,500 faculty and staff and 17,500 Emory Healthcare employees — make it the second-largest private employer in the Atlanta metropolitan area and multiply Emory’s economic impact throughout the region and the state. Emory University strives to provide a welcoming, diverse and inclusive campus as an essential part of a community of academic excellence.</p> <p>With approximately 15,000 students, including 8,000 undergraduates and 7,000 graduate and professional students, Emory draws students from every state and more than 100 countries. More than seventy percent of students receive financial aid.</p> <p>Fifty Emory students have been named Rhodes, Marshall or Truman Scholars, the most recent in 2018. Also, Emory ranks among the top universities of its size in the number of annual Fulbright awards. Emory stands second in NCAA postgraduate scholarships earned by its student athletes. Undergraduates have two options when they apply to Emory — the four-year Emory College of Arts and Sciences or Oxford College, on Emory’s historic first campus, where students complete the first two years of the bachelor’s degree in a distinctive, small-campus setting. Both of these colleges, collectively the heart of the University, champion the liberal arts and humanities as foundational to preparing citizens to navigate the complexities of the twenty-first century.</p>

Emory University is also home to world-class libraries ranked in the top 20 of the Association of Research Libraries in North America. There are nine libraries across Emory's campuses. Emory's resources and spaces are expansive with experts to advance excellence in education and outreach, subject specialties, and technology. The Robert W. Woodruff Library is home to the Emory Center for Digital Scholarship and the Center for Faculty Development and Excellence as well as internationally renowned special collections. The Stuart A. Rose Manuscript, Archives, and Rare Book Library is Emory's principal repository for rare and special materials and home to over 250,000 rare books and over 15,000 linear feet of manuscript material—with notable depth in modern literature, African American history and culture, and the history of Georgia and the South. The Pitts Theology Library contains the third largest collection of theology and religious materials in the country, including extraordinary holdings in rare books and manuscripts.

Emory's esteemed faculty includes Pulitzer Prize and Lasker Award winners, forty-five members of elite national academies, and two Nobel Laureates, His Holiness the XIV Dalai Lama and President Jimmy Carter, both of whom serve the University as Distinguished Professors. Demonstrating passion and talent for teaching and research, Emory faculty members draw students deeply into the discovery process and collaboration in seeking creative solutions to the needs of their communities and the world.

The University's 145,000 alumni enjoy the benefits of a vibrant worldwide network, facilitated by the Emory Alumni Association. Emory alumni include a U.S. vice president, a Supreme Court justice, U.S. senators and representatives, governors, university presidents, philanthropists, Pulitzer Prize winners, entrepreneurs, renowned entertainers, and an astronaut.

Emory's annual budget for 2017-2018 is \$5.4 billion. Faculty members generated more than \$628 million in research funding in 2016-2017 that was the largest amount in Emory's history, and the eighth consecutive year in which funding topped \$500 million. Emory's most recent fundraising campaign raised nearly \$1.7 billion by its conclusion in December 2012. The University is currently in the initiation phase of its next campaign, which will be the largest in its history. Emory's endowment, now approximately \$6.9 billion, fuels the strategic priorities, initiatives, and ambitions of the University community.

Emory University has always been closely connected to Atlanta through its engaged scholarship, public service and civic collaborations. In 2017, the Atlanta City Council approved the university's request for official annexation into the City of Atlanta that went into effect in early 2018. Emory has been a significant economic engine for Atlanta and the region through its research, community service and healthcare, and this stronger relationship should benefit both the city and Emory over the coming years.

More information about Emory University can be found on its [website](#).

### **Campus Life**

Campus Life at Emory is recognized internationally for building a campus culture that reflects Emory's values and for delivering world-class programs and services. Its mission is to enhance the overall student experience and develop adults who are informed, compassionate, conscientious, healthy and active global citizens.

To advance the mission, the Campus Life staff of approximately 260 people are currently organized into a nine wide-ranging functional areas including Community; Undergraduate residential life and campus life operations and administration; Athletics; the Career Center; Student Health; Counseling and

Psychological Services; Parent and Family Programs; Campus Life Communications and Campus Life Development (Fundraising). Housed within the Community functional area are Conduct, Health Promotion, student advocacy and civic engagement organizations, and Student Success Programs and Services. Undergraduate residential life and campus life operations and administration includes conferences, dining, the Campus Life Center, Finance Service Center, Housing, Residence Life, Sorority and Fraternity Life, Ombudsperson and Technology and Bookstore Relations. Athletics encompasses both the 18 Division III athletic teams and the Student Activity and Academic Center. The Division of Campus Life supports more than 400 student organizations.

A new Campus Life Center (replacing Dobbs University Center) is currently under construction. When completed in May 2019, it will be an approximately 115,000 square foot, three-story building with student lounges and recreation spaces, a 1,600-seat multipurpose room and a campus restaurant seating 800 people.

Emory Campus Life's Strategic Plan 2017-2020 is currently being implemented. Shared opportunities/priorities for this plan include Practicing Community; Supporting Academic Engagement and Student Success; Developing Impact and Influence; Creating a Safe, Healthy, and Sustainable Environment and Enhancing Infrastructure. For more information, please access the [Campus Life Strategic Plan](#).

More information about Emory Campus Life can be found on its [website](#).

## The Position

<b>Position Title</b>	Vice President and Dean of Campus Life
<b>Reports To</b>	Provost and Executive Vice President for Academic Affairs
<b>Position Summary</b>	<p>Emory University is seeking a Vice President and Dean for Campus Life who will provide the strategic and visionary leadership for the University's campus life division. Reporting to the Provost, the Vice President and Dean of Campus Life will also work closely with the President, Deans and other senior university leaders to advance the institutional priority of enhancing the undergraduate experience by fully integrating the work of campus life and the academic mission of the University.</p> <p>The Vice President will provide inspiring leadership to staff, faculty, administrators and students in all areas related to campus life that support undergraduate and graduate students including programs and services, student health and wellness, daily operations, athletics and civic engagement. This individual will also ensure a seamless transition for students moving from the Oxford campus to the Atlanta campus. In addition, the Vice President and Dean for Campus Life will be responsible for the development and implementation of enhancements to programs for and engagement with the graduate and professional student body.</p>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Work closely with academic leadership to ensure full engagement and alignment of Campus Life with the academic mission of the University.</li> </ul>

- Demonstrate a clear commitment to a student’s holistic experience and ensure that students thrive, are safe and are supported at Emory.
- Develop a vision for the management of a talented and diverse staff of campus life professionals that aligns with the University’s strategic plan. Create an environment where staff are engaged and continue to develop.
- Encourage collaboration and work with senior leadership to develop infrastructure for collaboration across campus life, academic affairs and other divisions within the University that will best support Emory students.
- Work with the Campus Life Committee of the Board of Trustees to communicate and realize the university’s goals for the student experience.
- Refine and implement strategic goals and initiatives for the Division of Campus Life that aligns with the short-term and long-term priorities of the University.
- Provide visible leadership to students on campus and to external constituencies.
- Builds productive relationships with alumni and donors to support goals of the Campus Life Division and the University.
- Cultivate a dynamic environment within Campus Life that encourages innovation and cutting-edge programs and services.
- Productively interact with student leaders and the range of student organizations across campus.
- Serve as a trusted advisor to the Provost, President and other senior leaders on campus life issues.
- Provide assistance in crisis situations involving students and provide support to students and their families in these circumstances.

## The Person

### Pivotal Experience & Expertise

The optimal candidate should have the following:

- Senior leadership experience in campus life within a complex institution, preferably supporting both undergraduate and graduate students.
- Demonstrated history of working with academic units and faculty to integrate the academic and student life missions.
- Demonstrated ability to provide vision and inspire others.
- Experience attracting, leading and developing a highly talented staff.
- Stellar communication skills to foster a collaborative environment with a wide-range of individuals.
- Demonstrated ability to work with faculty in service of the student experience.
- Interest in and experience with trends and challenges in campus life/student affairs and student development and proactively incorporates best practices into leadership of the Campus Life Division.
- Strong management skills, including budget development and implementation and strategic planning.
- Experience with crisis and risk management.

- Commitment to equity, diversity and inclusion that is evidenced by accomplishments and experience in campus life/student affairs.
- The ability to attract external support and funding for campus life.
- An advanced degree is required, and doctoral degree is preferred.

### Leadership Capabilities

The ideal candidate should possess the following competencies:

**Collaborative Leader** – Builds teams through trust and works through partnerships and cultivates engagement between academic and non-academic units. Is an effective collaborator with individuals across campus – including faculty, staff, and students – and with a range of constituencies both internal and external to Emory.

**Relationship Builder** – Has the skills and insight to develop and maintain productive relationships with students, staff, faculty, senior leaders, parents, the Atlanta community, potential donors and other external constituency groups.

**Passionate Developer of Student Success** – Has the experience and skillset to focus on student development and well-being across their entirety of the student experience within the context of an academically rigorous top research university.

**Effective Communicator** - Able to communicate effectively and build rapport with a wide-range of constituents. Comfortable engaging in both formal and informal settings and transitions with ease between them.

**Entrepreneurial and Innovative Leader** – Seeks innovation and new opportunities. Demonstrates an unwillingness to settle for the status quo and initiates actions to build on past results and improve organizational performance.

**Problem Solver** – Enjoys complex challenges and is energized by the opportunity to work with others to develop and implement solutions. Forward-thinking and creative with a positive approach.

### Personal Attributes

- A strong commitment to the vision and mission of Emory University and a passion for advancing its mission and academic success.
- Highest personal and professional integrity.
- Resilient and results-oriented.
- Adaptable, and able to function effectively in an ambiguous environment and work with all levels of people.
- Intellectually curious and open-minded; motivated and energized by the stimulation inherent in a high-intensity education and research community.
- A highly professional individual whose personal demeanor commands respect and engenders trust.
- Energetic and optimistic; inspires the same in others by demonstrating these traits.
- Strong interpersonal skills, alongside strong communication and empathy skills.

## Nomination/Application Information:

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Review of nominations and applications will begin immediately and will continue until the position is filled. Emory University will be assisted by Ellen Brown Landers, Courtney Disston and Tracie Smith of Heidrick & Struggles, Inc. Nominations and applications should be directed to:

Emory University Vice President and Dean of Campus Life Search  
Heidrick & Struggles, Inc.  
1180 Peachtree Street, NE, Suite 2250  
Atlanta, GA 30309  
Email: [emorycampuslife@heidrick.com](mailto:emorycampuslife@heidrick.com)

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