



WPI

POSITION SPECIFICATION

○ — Search for Senior Vice President and Provost — ○



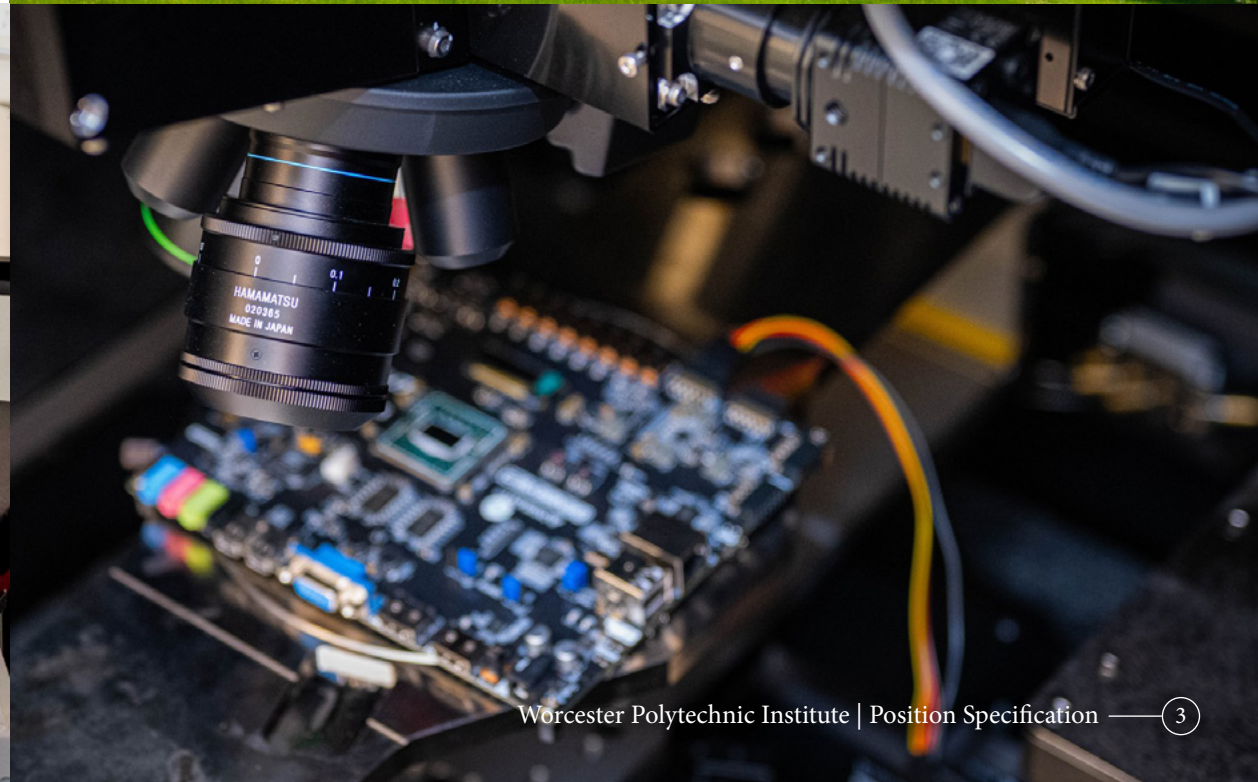
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Overview

Worcester Polytechnic Institute seeks an accomplished, creative, values-driven leader with a demonstrated track record of success in leading a high-performing and superior-quality academic enterprise as its next Senior Vice President and Provost. In partnership with newly appointed President Grace Wang, the Senior Vice President and Provost will have an exciting opportunity to build upon the university's rich history, distinctive educational approach, and innovative institutional culture to forge a future that continues to drive transformative STEM education and research.



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About WPI

The nation's third-oldest technological university, Worcester Polytechnic Institute (WPI) was founded in 1865 on the principles of theory and practice. For nearly 160 years, WPI has been at the forefront of engineering, technology, and science education. Today, it stands as a top-tier, STEM-focused university dedicated to excellence in teaching, research, innovation, and the practical application of technology to address real-world challenges.

WPI's STEM education is distinctive. As a global leader in project-based learning for higher education, WPI continuously works to modernize our unique educational model to respond to today's rapidly changing world. This immersive learning experience equips students with the skills, knowledge, and vision to do work that matters, ensuring that our graduates not only do well but also do good.

Our lively campus community is close-knit and highly engaged. WPI is home to more than 5,400 undergraduate students, 1,900 graduate students, 500 faculty, and 800 staff members. Our faculty members are not only award-winning researchers and scholars, they are also outstanding teachers and mentors who are at every juncture of student learning. And the university's staff are equally dedicated to the WPI mission, with a focus on its awe-inspiring students and improving their experience.

“ Some schools hire brilliant professors whose research expands the boundaries of their academic discipline. Others attract great teachers who inspire and engage their students. A handful, like Worcester Polytechnic Institute in Massachusetts ... can boast they offer both. ”

"Where Great Research Meets Great Teaching"
The Wall Street Journal/Times Higher Education



Mission

WPI transforms lives, turns knowledge into action to confront global challenges, and revolutionizes STEM through distinctive and inclusive education, projects, and research.

Values

- **Respect** – We treat others with dignity at all times.
- **Community** – We work from a collective vision and purpose to break down barriers to advancing our mission.
- **Inclusion** – We seek a campus where everyone feels a sense of belonging and all can thrive.
- **Innovation** – We commit to creating value in all that we do.
- **Achievement** – We are intentional in creating great experiences and results for all students, while embracing the importance of balance and well-being.

History

WPI has been revolutionizing STEM education since its founding in 1865. Our founders introduced a radical new curriculum that focused equally on *theory* and *practice*. This unique approach aimed to prepare the professionals and leaders who would make the discoveries, invent the technologies, and found the companies needed to drive the development of a young nation.

A century later, WPI reimagined that model and—while staying true to its founding vision—pioneered an approach to undergraduate STEM education grounded in project-based learning that emphasizes technology and society. Known as the WPI Plan, the method, implemented in 1970, requires students to work in interdisciplinary teams, learn how to learn in the process, and collaborate with partners in communities around the globe as they seek viable and sustainable solutions to real-world problems.



BERNARD M. GORDON PRIZE FOR INNOVATION IN ENGINEERING AND TECHNOLOGY EDUCATION

The National Academy of Engineering recognized WPI in 2016 for its project-based engineering curriculum, which develops leadership and leads to innovative problem solving, interdisciplinary collaboration, and global competencies.



By the Numbers

Degree Programs

- WPI offers **95+** degree programs at the baccalaureate, master's, and doctoral levels.

Enrolled Students (Fall 2023)

- **5,400** undergraduate students
- **1,900** graduate students
- Students come from **48** states, **two** U.S. territories, and **92** countries

Undergraduate Students

When it was established in 1970, the WPI Plan was nothing short of groundbreaking—a once-traditional technological education redefined and restructured into a radically new, student-centered, project-based approach to learning. What began as a bold experiment in academia grew into an undergraduate learning experience rooted in both tradition and innovation that's still evolving to this day. Through its distinct focus on project work, students learn how to learn, applying knowledge and skills from the classroom to real problems around the world.

Some highlights include:

- **0%** punitive grades, due to a novel grading system that includes an NR (No Record) grade that can be assigned by a faculty member for course or project work for which credit has not been earned. The NR grade does not appear on the students' official transcripts, nor is it used in the calculation of satisfactory academic progress. This unique grading system encourages students to branch out, experiment, and cross disciplines.
- **Seven** weeks per term. The WPI academic year is made up of seven-week terms: four terms in the traditional academic year and two during an optional summer term. Taking three courses per term creates space for the cooperative, open-ended project work at the core of the WPI Plan. At the same time, taking fewer courses allows for more focused student engagement.
- **100%** of undergraduates complete the equivalent of a minor in Humanities & Arts.



- **100%** of full-time undergraduate students are eligible for a Global Scholarship to complete life-changing project work.
- **94%** first-year retention rate (Fall 2023).

Graduate Students

- A strong portfolio of PhD, master's, and certificate programs are offered both on campus and online: **21** graduate certificate programs, **54** master's programs, and **22** PhD programs.
- **53%** full-time graduate students.
- Ranked **#39** among all master's degree schools in the U.S. and **#29** among all doctorate degree schools in the U.S. by College Factual (both rankings are in the **top 5%**).
- Extensive connections with regional industry (biotech, aerospace and defense, robotics) with full-time practitioners pursuing master's and PhD degrees.

- Graduate student workers are members of the United Auto Workers (UAW) union.

First Destination Success Rates and Starting Salaries (Class of 2022)

- **93.3%** success rate for bachelor's; **94.3%** knowledge rate; **\$75K** average starting salary
- **96.4%** success rate for master's; **89.6%** knowledge rate; **\$91K** average starting salary
- **96.8%** success rate for PhD; **89.9%** knowledge rate; **\$98K** average starting salary
- **27%** of bachelor's students go on to graduate school, with a large majority choosing to study at WPI.





Strategic Plan—*Lead With Purpose:* WPI 2021 – 2026

The university's current strategic plan, *Lead With Purpose:*

- directly addresses issues of student well-being, access, and affordability, and commits to building a thriving community of diverse learners and doers;
- revolutionizes what it means to be a successful STEM professional by enhancing our interdisciplinary project-based approach to student development and by strengthening the university's infrastructure to support their success; and
- reaffirms our commitment to a culture of inclusion, belonging, well-being, and respect that attracts and nurtures diverse minds and provides the support necessary for all to thrive.

Academics

Through its four schools—The School of Arts & Sciences, The Business School, The School of Engineering, and The Global School—WPI offers more than 95 undergraduate and graduate degree programs across 18 academic departments in science, engineering, management, the social sciences, and the humanities and arts. Graduate students are trained with a diversity of approaches, from traditional PhD and master’s degree programs to market-responsive online and professional master’s degree programs. Our renowned faculty members lead the university’s research endeavors, which are internationally recognized for breakthroughs and innovations in engineering, life sciences, robotics, artificial intelligence, data science, cybersecurity, advanced manufacturing, sustainable materials, and much more. The university fosters interdisciplinary research collaboration and offers programs at the interfaces of multiple disciplines such as Interactive Media and Game Design, Environmental and Sustainability Studies, Learning Sciences and Technologies, Architectural Engineering, Data Science, Financial Technology, Robotics Engineering, Bioinformatics and Computational Biology, and Biomedical Engineering.



Project-Based Learning—at Scale and Beyond

Projects are much more than a curriculum requisite at WPI. They are built into the curriculum explicitly—in the form of three distinct projects (below)—and they are infused into more than 75% of courses. As students gain hands-on experience, they learn how to learn—they build their confidence and competence each time they apply theoretical concepts to actual problems. The university has more than five decades of evidence-backed results that prove the power of our approach. Graduates report lasting benefits from project-based learning, and top-tier employers continually seek out WPI students because they are problem solvers, team players, and value creators.

Three distinct projects that are completed by all our students make up the core of WPI's undergraduate education:

- The **Humanities & Arts Requirement** is the equivalent of a minor in the humanities and arts that encourages students to find their inner artist, musician, or philosopher (on campus or at locations abroad).
- The **Interactive Qualifying Project** is an immersive experience in which interdisciplinary student teams travel with faculty advisors and work in collaboration with public and private partners at one of more than 50 project centers around the globe or on campus to co-create contextualized and sustainable solutions to problems that are socially relevant to people and their communities.
- The **Major Qualifying Project** provides students a discipline-specific design or research experience within their major field, developing skills that employers and graduate schools value.

During the 2022-23 academic year, 1,114 students traveled to 54 project centers in 30 countries on 6 continents.





Many projects are carried out with partners from companies, government agencies, and nonprofit organizations at off-campus project centers located across the globe, making WPI's pioneering project-based approach transformative for students and communities alike. Our project centers provide students sought-after experiential project experience and let them see the positive impact of their work. Whether researching the impacts of earthquakes and climate change in New Zealand; designing clean water systems in Namibia; advancing the recycling of e-waste in Albania; creating an interactive virtual hiking trail app in Maine; or helping the Consumer Product Safety Commission make playground equipment safer in Washington, D.C., students use their skills—and learn new ones—to form effective working teams and collaborate with members of the local communities to arrive at sustainable solutions to problems the communities face.

Center for Project-Based Learning

Growing demand from other universities eager to learn about and adopt elements of WPI's project-centered model led the university to establish the Center for Project-Based Learning (CPBL) in January 2016. The CPBL provides individualized support to faculty and administrators from universities around the world aiming to advance project-based learning on their campuses. The Center also hosts an annual in-depth Institute for Project-Based Learning, welcoming teams of participants from large public universities, small liberal arts colleges, community colleges, and private research universities. More than 800 participants from 141 colleges and universities from 37 U.S. states and 10 countries have attended the Institute; a third of the teams are from Minority Serving Institutions.

Morgan Teaching and Learning Center

The Morgan Teaching and Learning Center helps faculty, staff educators, and student teaching assistants to be highly effective instructors by offering evidence-based training and development programs, services, and resources. The Center also catalyzes innovation in the curriculum and in teaching practice and brings together campuswide communities for reflection, dialogue, and action on teaching and student learning.

The School of Arts & Sciences weaves together the scientific, technological, artistic, and humanistic innovation found in all corners of WPI, and students are encouraged to explore and pursue music, art, and design thinking. While WPI is STEM-focused, we teach students that seeking out other perspectives promotes discovery and communication, advances knowledge, and allows human-focused scientists and engineers to have a long-lasting and valuable impact in the world. See wpi.edu/academics/arts-sciences for greater detail and a list of departments.





THE BUSINESS SCHOOL

The Business School bridges the worlds of business and technology to develop adaptive leaders who impact the world—all with a STEM focus. Whether students aspire to become business leaders in tech companies, start a business, expand on a patent-worthy idea, move into the C-suite, or pursue another goal, the university's business programs work at the cross-section of business, innovation, STEM, and society to provide a distinctive and transformative skill set that such future leaders need. In July 2023, The Business School was accredited by the Association to Advance Collegiate Schools of Business (AACSB); fewer than 5% of the world's business programs are currently accredited. See wpi.edu/academics/business for greater detail.



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WPI's esteemed reputation as a competitive global engineering school is sustained based on the delivery of a broad, deep, and project-based education. The school's offerings from more than a dozen departments and programs confer all levels of degrees as well as minors and certificates. Students gain the skills and invaluable experience needed to adapt to an ever-changing and always-challenging global environment and they leave WPI with technical expertise and a thoughtful approach to how technology impacts society. See wpi.edu/academics/engineering for greater detail and a list of departments.



Faculty and students work through The Global School to co-create effective solutions to build a safer, sustainable, and more habitable world. Within the distinctive Global Projects Program, all students work to address social, technological, ecological, and economic challenges through interdisciplinary, purpose-driven research. On-site work at our network of more than 50 project centers around the globe bestows a perspective that many students describe as life-changing. The approach also strengthens the university's many partnerships with communities large and small. See wpi.edu/academics/global-school for greater detail.



Research

WPI emphasizes purpose-driven, high-impact research. Our researchers don't believe in silos; they know a shift in perspective may turn a good idea into a game-changing innovation. With experts who have a passion for hands-on learning and research, WPI makes space for forward-thinking, unexpected innovations.

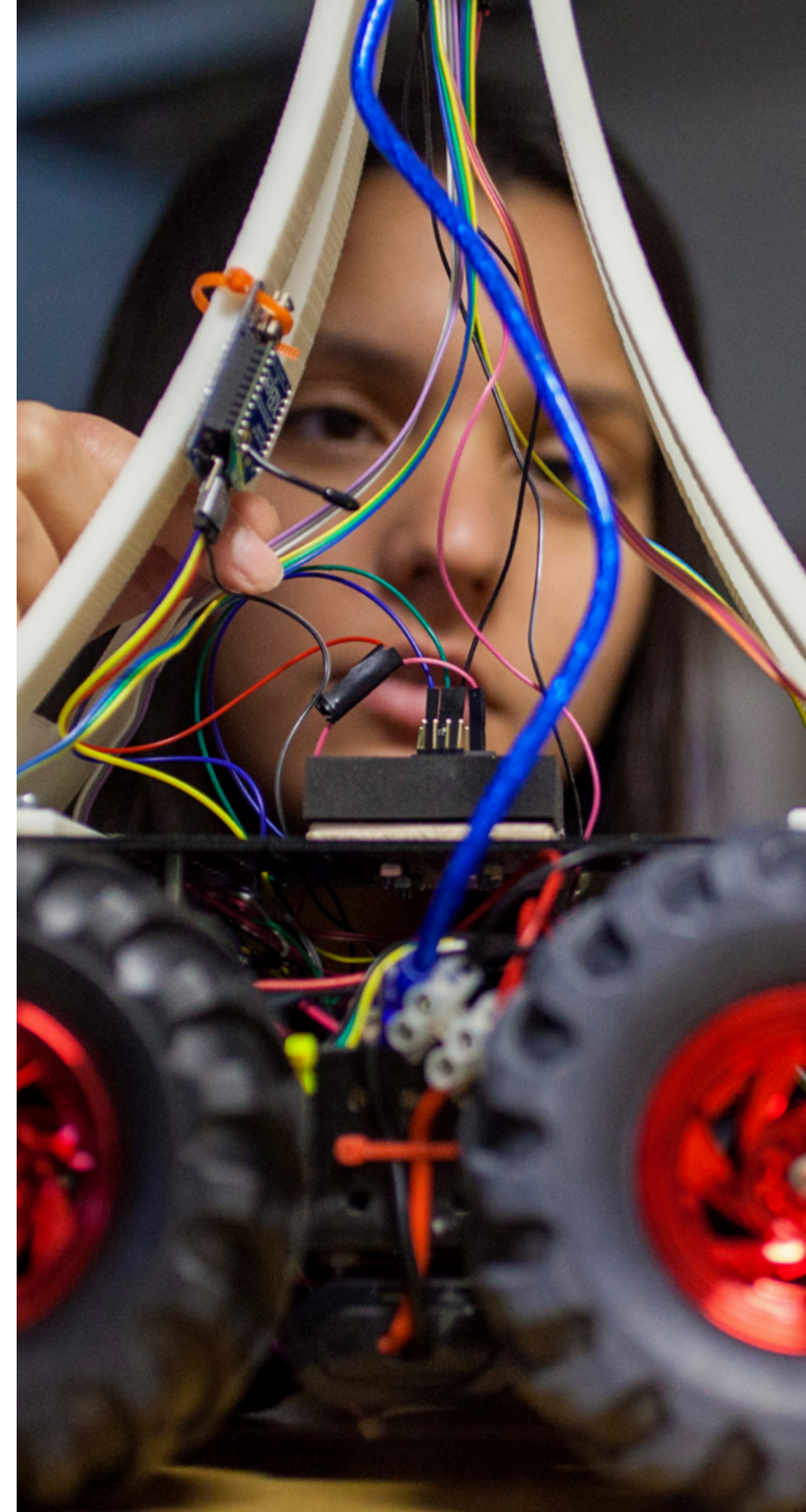
The university's research enterprise continues to experience significant growth in external funding, with more than \$62 million in research expenditures in 2023. Led by the Office of Vice Provost for Research, WPI continues to invest in state-of-the-art equipment and facilities that align with the university's strategic priorities. WPI is host to a diverse portfolio of research institutes and centers that serve as critical points of convergence for WPI faculty, students, and staff, including the healthcare training center PracticePoint, the Biomanufacturing Education and Training Center (BETC), and the Cell Engineering Research Equipment Suite (CERES), among others. The university also fosters valuable and productive partnerships with industries and organizations that seek out WPI's hands-

on expertise in emerging research areas, including commercial robotics partnerships through the NSF-funded multi-center Robotics and Sensors for Human Well-Being (ROSE-HUB).

Following are recent examples of innovative research.

New Alternative to Concrete Could Help Reduce Greenhouse Gases

Concrete is the most used substance in the world behind water, but producing it releases thousands of pounds of carbon dioxide into the air. Researchers at WPI are working on a new compound alternative to concrete called Enzymatic Construction Material (ECM). This low-cost technology is a "living material," using biological enzymes, that not only heals itself when damaged but also absorbs carbon dioxide from the air. Leading this interdisciplinary research are Nima Rahbar, the Ralph H. White Family Professor of Engineering, and Suzanne Scarlata, the Richard T. Whitcomb Professor of Chemistry and Biochemistry.



Innovative Process for Recycling Lithium-Ion Batteries

Yan Wang, the William B. Smith Foundation Dean's Professor of Mechanical and Materials Engineering, developed a lithium-ion battery recycling technique capable of collecting and reusing 98% of critical metals from discarded batteries. The process is only 10% as carbon-intensive as conventional lithium-ion manufacturing. WPI worked with Wang to patent the invention in 2012, and spin-off company Ascend Elements has since licensed the patent for commercial development. The work earned Wang an inaugural American Innovator Award by the Bayh-Dole Coalition. (2023 Nobel laureate Katalin Kariko was also among the inaugural class of five individuals.)

Smartphone App Will Detect Wound Infections

With funding from the National Institutes of Health, a team of WPI researchers is developing an app that uses photographs, thermal camera heat images, and algorithms to detect open-wound infections in patients, which will help healthcare workers quickly identify patients who need specialized care. Emmanuel Agu, Harold L. Jurist '61 and Heather E. Jurist Dean's Professor of Computer Science, is leading the research, with additional work done by Bengisu Tulu and Diane Strong, professors in The Business School, as well as three graduate students and Peder Pedersen, emeritus professor in the Department of Electrical and Computer Engineering.

Biomedical Researcher to Develop Transparent Wound Dressing

Jeannine Coburn, associate professor in the Department of Biomedical Engineering, is developing a transparent dressing that covers and treats wounds while allowing healthcare workers to visually inspect the wound without disruption. Funded by a five-year National Science Foundation CAREER Award, Coburn is using a stretchable bacteria-produced cellulose that was inspired by a natural biopolymer she observed while fermenting kombucha at home.

Robotics Engineers Work to 'Bee' Part of the Climate Change Solution

As climate change, habitat loss, and other factors drive global bee populations into decline, Nitin Sanket, assistant professor in the Department of Robotics Engineering, is developing an autonomous flying robot that could someday help with the critical task of pollinating plants. The 3D-printed "robo bee" is about the size of a hummingbird and can quietly whirl through the air while darting to avoid obstacles and turning to navigate narrow spaces. Eventually the device will be even smaller and will have programming nuanced enough to allow the bot to collect and transfer pollen from a variety of plants.

Using AI to Predict Suicide Risk

Partnering with Harvard Medical School-affiliated McLean Hospital, a team of WPI researchers and clinicians is using artificial intelligence to better predict suicide risk in women who suffer from certain trauma-related disorders. Dmitry Korkin, Harold L. Jurist '61 and Heather E. Jurist Dean's Professor of Computer Science, leads the team that has developed an algorithm that accurately predicted a history of suicide attempts in various patient groups and identified groups at greatest risk for suicidal behaviors.

Unique Robots Leading to Less Invasive Surgeries

Loris Fichera, assistant professor in the Department of Robotics Engineering, has developed a robotic laser probe for endoscopic larynx surgeries that aims to reduce recovery time for patients and cut healthcare spending by shifting procedures from hospitals to doctors' offices.

Far-Reaching Impact Close to Home

Elisabeth “Lisa” Stoddard, associate professor of teaching in the Department of International & Global Studies, regularly uses her interest and passion for nature, society, and justice to guide students in project work while creating inclusive spaces and practices for learning. As the director of the Farm Stay Project Center in nearby Paxton, Massachusetts, she’s helped bring to life a center where students not only make an impact in their own backyard but connect with and enhance their learning through nature.

Commercialization

Through its Office of Technology Commercialization (OTC), WPI works with researchers to move their discoveries from lab to market. The university offers National Science Foundation Innovation Corps (I-Corps) training to aspiring entrepreneurs and the opportunity to obtain early investments from the WPI Accelerator Fund. In addition, OTC helps entrepreneurs with the important steps that protect intellectual property, including patenting and licensing.

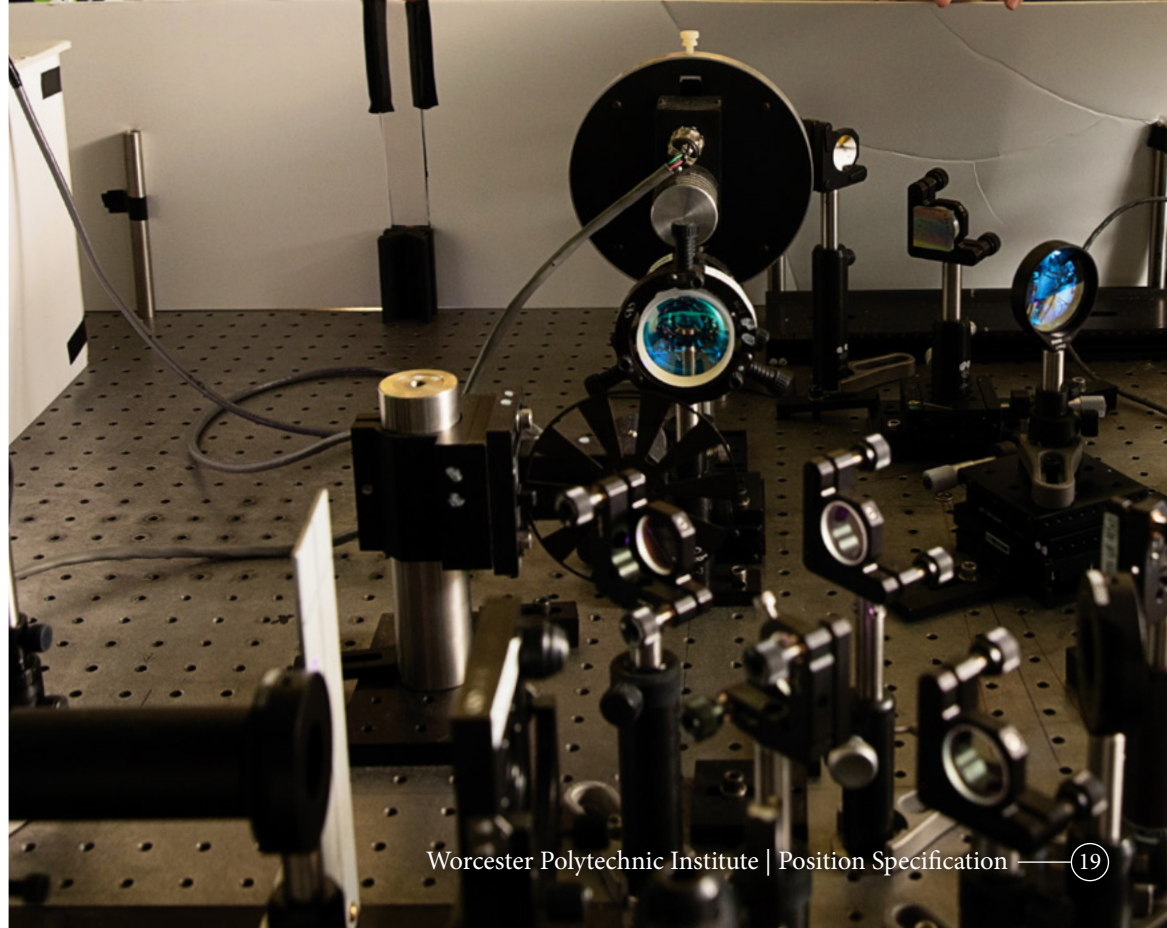
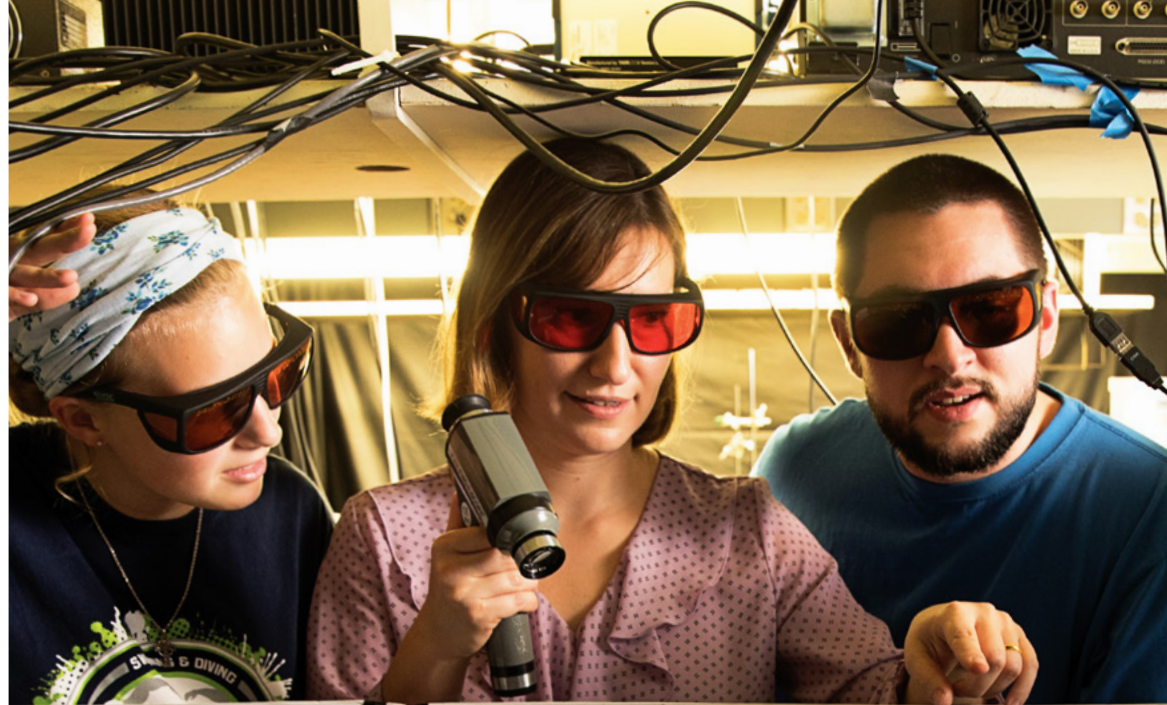


Faculty

Fulbright scholars, NSF CAREER Award recipients, competitive research grant winners, professional society fellows, groundbreaking inventors—these are faculty members who call WPI home. Like the students they teach, WPI's 500 full- and part-time faculty not only believe in making the world a better place through science and technology, they are also doing it.

WPI employs faculty members of the highest quality in teaching, scholarship, and professional caliber as appropriate to the expectations associated with their faculty positions. We attract outstanding candidates and not only encourage them, but also enable them, to demonstrate their teaching effectiveness, active research and scholarship, and continuing professional growth and currency in their own fields of interest. Currently the faculty at WPI consists of 425 full-time members; 290 are dual-mission teaching and research faculty and 135 are teaching faculty.

In addition to their multi- and inter-disciplinary research and teaching, WPI faculty play a pivotal and active role in students' learning and growth. Some act as on-campus advisors, helping students navigate the course selection process and determine the best academic path for them; others serve as project center directors, traveling to sites from Santa Fe to Bangkok to guide students in their project work.



In 2021, after more than three years of study and discussion among faculty members, administrators, and trustees, WPI developed a novel two-track tenure system*. While research universities typically award tenure only to faculty members who focus equally on teaching and research, this groundbreaking advance opened a new rigorous yet realistic path to tenure for faculty members focused primarily on their teaching. The tenure track to teaching was part of several changes that also secured longer-term contracts, academic freedom, and the right to participate in faculty governance for full-time teaching faculty who are not eligible or chose not to pursue tenure. ([*wpi.edu/news/worcester-polytechnic-institute-creates-tenure-and-extended-contract-opportunities-teaching](http://wpi.edu/news/worcester-polytechnic-institute-creates-tenure-and-extended-contract-opportunities-teaching))

Faculty Governance

WPI is strengthened by its open, robust, and active faculty governance system, which gives responsibility to the faculty for initiating and making recommendations related to WPI's educational policies, and is based on an understanding of shared authority among the faculty, administrative officers, and the Board of Trustees. WPI's faculty governance system includes an elaborate faculty committee structure covering the full range of academic issues, relies on consultation with the administration, involves town hall style faculty meetings coordinated by the Secretary of the Faculty, and provides an open mechanism by which all points of view can be voiced in making better decisions.

2021 Delphi Award Winner

In partnership with the American Association of Colleges & Universities, the Pullias Center for Higher Education honored WPI's work to improve the professional lives and experiences of non-tenure-track faculty by creating a new tenure track exclusively for teaching faculty, securing contracts for the remaining non-tenure-track faculty, and ensuring full inclusion in faculty governance for all secured non-tenure-track faculty.



Campus Community

Students

Just as there's no one WPI experience, there's also no one WPI student. All 7,300+ of them are given the support, knowledge, and in-depth learning experiences necessary to create their own academic paths and follow their passions from day one. WPI students take STEM and humanize it, gleaning inspiration from the world around them and infusing themselves and their passions in their work in ways that only they can. Wherever they choose to focus their talents, their impact will be felt long after their time at WPI has concluded.

For many students, the chance to explore their passions outside the classroom is another reason they are drawn to WPI.

And with an expansive array of clubs and organizations ranging from the High Power Rocketry Club and the Society of Magicians to the Equestrian Team and Greenhouse & Horticulture Club, there's no limit on what those passions might be.

- **235+** student clubs and organizations
- **50** professional, career development, and honor societies
- **20** fraternity and sorority chapters

Students also have access to a wealth of resources and support systems ranging from academic advising and guidance to career support—through the Heebner Career Development Center—to well-being, health, and counseling services, all with the common goal of making each student's experience exactly what they need. As an integral part of the university's efforts to support campus mental health and well-being, WPI's Center for Well-Being opened in Fall 2022. The center applies evidence-based practices to promote well-being for students and the broader WPI campus community, recognizing the importance of faculty and staff in creating, maintaining, and modeling a healthier environment for all.

WPI has a vibrant, service-oriented Greek system with 13 fraternities and 7 sororities, including five National Pan-Hellenic Conference sororities, one associate-member multicultural sorority, and one associate-member Pan-Hellenic sorority. Fraternities and sororities are founded on the principles of scholarship, leadership, and community service.



Athletics

The university's student-athletes, coaches, and athletics staff are committed to fostering growth in leadership, encouraging the pursuit of excellence, and enhancing the overall experience and development of students. Through participation in varsity athletics, club sports, intramurals, and physical education, students emerge well-rounded with the skills, knowledge, and abilities to maintain active lifelong learning to support their success in life.

- **20** Division III varsity sports
- **650+** varsity athletes
- **3,000+** participants in club sports and intramurals
- **120+** physical education and wellness classes

Staff

WPI's 800 staff members are true professionals who dedicate themselves to prioritizing the student experience. From offering expert guidance around course registration and campus life, to providing advice on financial literacy and career planning—or simply giving students a friendly “you’ve got this” during finals—WPI’s staff members provide an essential, supportive structure to the university community, creating a welcoming environment for students and their families, as well as for alumni, visitors, and corporate and government partners.

WPI's newly formed 18-member elected Staff Council serves as a collective voice for the interests and needs of the university's non-union staff, fostering a positive and inclusive work environment. Staff have high-level expertise in their particular fields and—alongside faculty—model for our students the importance of being their authentic selves and bringing forth ideas to help continually improve the campus culture and its operations.

Diversity, Equity, Inclusion, and Belonging on Campus

Over the past several years WPI has worked steadily to infuse diversity, equity, inclusion, and belonging into every aspect of the university experience, inside and outside the classroom and the office. Through initiatives large and small, the university has developed standards and set expectations for a campus environment that is accepting and welcoming to all. The work is now being recognized on the national level: WPI was named a recipient of the 2020 Higher Education Excellence in Diversity (HEED) Award, which honors U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. HEED is awarded by *Insight Into Diversity* magazine, the oldest and largest diversity-focused publication in higher education.

Alumni

The WPI alumni community is active and thriving, boasting a worldwide network of more than 40,000 alumni who live in more than 100 countries and work in diverse fields and professions. This illustrious group of innovative problem solvers and STEM leaders is always breaking new ground, seeking better solutions, and creating positive changes in the world. The GOLD (Graduates of the Last Decade) International Chapters, Voyagers, Student Alumni Society, and The Women of WPI provide ways to network with friends and stay connected to WPI.

Women's Impact Network

The Women's Impact Network (WIN), formed by WPI alumnae and women associated with the university, empowers women to come together as a significant collective force to lead, to learn, and to support WPI's impact around the globe. WIN has funded more than 90 projects, awarding more than \$1.6 million in support.

Fundraising

Now, more than ever, the world needs WPI's innovators, educators, makers, and doers—people with the know-how and tenacity to work across disciplinary, cultural, and geographic boundaries to take on the world's most consequential problems. In 2021 WPI publicly launched Beyond These Towers, a \$500 million campaign. See wp.wpi.edu/beyondthesetowers.

Our Campus and Home City of Worcester

WPI's 95-acre campus sits atop Boynton Hill in Worcester, Massachusetts. Buildings and labs rich with history stand side-by-side with leading-edge makerspaces and classrooms, personifying the university's commitment to both honoring traditions and pushing boundaries.

With its recent emergence as a leader in healthcare, higher education, life sciences, and IT industries, Worcester itself is a perfect backdrop for the innovative spirit of WPI's students, faculty, and staff. The city is also a hub of arts, culture, nature, sports, and more, ensuring that WPI students gain not only invaluable professional experience but also fond personal memories.



Opportunities for and Expectations of the Senior Vice President and Provost


○ — Search for Senior Vice President and Provost — ○

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Reporting to the President, the Senior Vice President and Provost is the chief academic officer, responsible for championing excellence in the university's academic endeavors, including oversight of all academic and research programs and the associated curricular, human, financial, and physical resources. The Provost bears primary responsibility for the recruitment and retention of outstanding educators and scholars; the excellence of the academic and research programs; the positive, inclusive, and immersive academic experience for all students, broadly promoting continuing increases in quality, relevance, and stature.

The Provost's key leadership responsibilities are:

- To partner with President Wang and her leadership team on formulation and implementation of the university's strategic and operational activities, with primary responsibility for leading the university's academic endeavors and shaping the academic culture at WPI;
- To represent the voice of the faculty in the university's administration, and serve as the primary liaison to faculty governance;
- To oversee academic planning, resource allocation, and operation of all academic programs in collaborations with Deans and Department Heads; and ensure excellence and relevance in delivery of the curriculum, degree programs, and the quality of teaching and learning;
- To oversee budget planning and operation of academic enterprise, supporting its effective and efficient operation in collaboration with Deans and Department Heads;
- To promote the quality, academic achievement, and enrichment of the student body, both undergraduate and graduate, cultivating an immersive student-centered experience that supports student well-being and success;
- To champion the continuing development and visibility of a robust, high-impact research enterprise, and the successful integration of the teaching and research activities to ensure the complementary nature of these two primary academic functions;
- To provide leadership in championing the highest academic standards in faculty appointments, promotion and tenure, and in supporting and strengthening the faculty's teaching and research contributions;
- To ensure effective and efficient operations of all offices within the Division of Academic Affairs consistently drive operational excellence, including attracting, coaching, developing, goal setting, and assessment of talent;
- To facilitate productive partnerships with other academic institutions, companies, government, and nonprofit organizations that align with the university's goals; and
- To increase the visibility of WPI academic programs and academic enterprise in collaboration with deans and institutional research team.



Professional Qualifications and Personal Characteristics

○ — Search for Senior Vice President and Provost — ○

Professional Qualifications and Personal Characteristics

The successful candidate will have a proven record of leadership excellence in complex higher education settings; demonstration of the highest personal and professional integrity; an earned doctorate or other terminal degree from an accredited institution; and a record of high-quality teaching and scholarship appropriate for appointment as an esteemed tenured professor at WPI. In addition, the following characteristics are critical:

- Demonstrated strategic leadership in planning, communication, and organization as well as the vision, tact, and judgment to set clear priorities and goals, with proven success in leading change;
- Commitment to highly collaborative leadership, engaging all key stakeholders and fostering transparency and trust;
- Proven ability to inspire, collaborate with, and lead diverse constituencies, including faculty and professional staff, to achieve the university's mission and strategic priorities;
- An ability to gain the respect and the collegueship of leaders within the local, academic, scientific, and business community;
- Demonstrated success in administrative leadership that includes experience in a broad range of disciplines, and the creativity, vision, and entrepreneurial approach to achieving goals;
- Approachability as a leader with high energy and motivation to excel in a fast-paced environment.
- Demonstrated success in working collaboratively in a shared governance environment, engaging and empowering faculty in moving shared goals forward with agility;
- Demonstrated commitment to the consultative process and an ability to utilize and analyze data to inform decision-making;
- Substantial experience in equitable practices and success in faculty hiring, retention, evaluation, promotion, and tenure processes;
- Dedication to creating an academic environment that is diverse, open, and inclusive, and to promoting diversity, equity, inclusion, and belonging in all aspects of university life;
- A full appreciation for the integral importance of arts, humanities, social sciences, and business in STEM education;
- The breadth of knowledge and foresight needed to identify existing, emerging, and interdisciplinary fields for investment as well as the skills and initiative to work with faculty, administration, and other stakeholders across campus to champion teaching and research;
- Proven success in building new and innovative academic programs, from market analysis to enrollment and outcome assessment, to ensure WPI stays at the forefront of STEM education given the changing landscape of scientific and technology advancements and workforce needs;
- Demonstrated experience and success with effective evaluation of academic programs, learning outcomes, assessment methodologies, and accreditation standards;
- Strong commitment to student access and success and continuing enhancement of the quality of an immersive student living and learning experience at both undergraduate and graduate levels;

- Ability to build initiatives on campus and beyond to significantly increase external research and education funding, and successfully compete for program opportunities nationally and globally;
- Budgetary expertise and experience; ability to allocate financial, capital, and human resources, and prioritize resources in alignment with long-term institutional goals;
- Proven record to ensure follow-through to actions, delegate authority when appropriate, and manage confidential matters effectively;
- Ability to assess risks, make difficult decisions, and communicate difficult decisions with context, respect, and clarity;
- Thoughtfully articulate with excellent public speaking skills;
- Empathetic listening and enabling skills; and
- An effective and wise blending of patience, persistence, compassion, and urgency, as well as a sense of humor.





Procedure for Candidacy

○ — Search for Senior Vice President and Provost — ○

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile with a well-articulated statement of the candidate's specific interest in WPI.

WittKieffer is assisting Worcester Polytechnic Institute in this search. For full consideration, candidate materials should be received by **February 16, 2024**. The search will remain open until an appointment is made.

- APPLICATION MATERIALS SHOULD BE SUBMITTED USING [WITTKIEFFER'S CANDIDATE PORTAL](#).

Nominations and inquiries can be directed to:

Suzanne Teer, Jessica Herrington, and Sandra Chu,
WPIProvost@wittkieffer.com.

WPI is an Equal Opportunity Employer that actively seeks to increase the diversity of its workplace. All qualified candidates will receive consideration for employment without regard to race, color, age, religion, sex, sexual orientation, gender identity, national origin, veteran status, or disability. It seeks individuals with diverse backgrounds and experiences who will contribute to a culture of creativity, collaboration, inclusion, problem solving, innovation, high performance, and change making. It is committed to maintaining a campus environment free of harassment and discrimination.





Worcester Polytechnic Institute