



RICE UNIVERSITY PROVOST SEARCH

Rice University seeks an accomplished scholar who is a dynamic, determined and visionary leader for the position of PROVOST. Rice is a private research university consistently ranked among the top 20 American universities and is a member of the Association of American Universities. The successful candidate will join an experienced and cohesive leadership team and will work closely with Rice's president, Board of Trustees, deans, and senior administrators to guide operations and identify and implement new opportunities for this university.

We seek a colleague with an expansive view of the academy and insights into all aspects of university education and research. At Rice this includes robust and productive research and teaching endeavors across the spectrum of disciplines, with recent growth to ~\$100 million annually in sponsored project awards. As chief academic officer, the provost will synthesize and articulate the intellectual goals of the Rice faculty, act as an advocate for deans and faculty members, and facilitate research through strategic deployment of resources. Rice is nearing completion of significant infrastructure enhancements and will look to the provost to foster development of new initiatives in research and education and in broadening of human capital to further Rice's mission. We seek a provost who will identify, promote, nurture, and sustain creative endeavors across the entire Rice community.



Lovett Hall, Rice University's first structure

Rice University

As an independent, coeducational, and nonsectarian university, Rice University is a distinctive institution with a generous endowment and global reach.¹ Rice boasts exceptional disciplinary strengths and a strong research program. Its small size of about 650 full-time faculty, 3,300 undergraduate and 2,300 graduate students facilitates an intimate atmosphere that enables close interaction between faculty and students and effectively promotes cross-disciplinary research and wide participation by the faculty in a variety of research institutes and centers. Rice's traditional strength — an outstanding and highly selective undergraduate program — is complemented by high-caliber graduate programs in the Schools of Humanities, Social Sciences, Engineering, and Natural Sciences. Rice also has a rapidly growing graduate Business School, a prominent Architecture School, and a celebrated Music School. The School of Continuing Studies and the influential Baker Institute for Public Policy² reach local to international audiences.

As the premier private university in Texas and with its location in the epicenter of Houston, the fourth largest city in the country, Rice occupies an enviable and strategic position in both time and place. Its 300-acre, tree-shaded campus is a serene setting of architecturally distinctive buildings with seasonal and perennial landscaping, all carefully interwoven by the vision of an evolving master plan. Just three miles from a re-energized downtown Houston with easy access by modern light rail, Rice lies amidst the world-renowned Texas Medical Center, the city's largest public park, the Houston Museum District, quiet residential areas, and Rice Village, one of the city's most popular shopping and dining areas. Rice is consistently recognized as one of the best places to work in Houston. It is similarly recognized for student satisfaction, with a ranking of No. 1 from Princeton Review for student quality of life, in part because of Rice's unique residential college system, its honor system, its highly diverse and increasingly international student body, and both intramural and collegiate athletics.

Rice University has four great strengths: A beautiful campus, an outstanding faculty,³ extraordinary graduate⁴ and undergraduate students,⁵ and a large endowment.⁶ Recognizing the advantages that a measured increase to our small size would bring, the university has recently made major investments in its research programs and embarked upon a 30 percent increase in the undergraduate student body, while maintaining its quality, intimacy and unusual sense of community. This staged growth, with success in the initial



phases, follows Rice's founding vision and will generate larger national and international research and educational footprints.

William Marsh Rice, an East Coast entrepreneur, provided the resources for founding what was first known as the Rice Institute.⁷ He saw Houston as a place of great promise and left his fortune to endow an institution that would be accessible to students regardless of economic background. Rice opened its doors in 1912, and ever since has consistently deepened and broadened its research, education, and service missions. The Shepherd School of Music was formed in 1975 and in just three decades has become one of the leading music schools in the United States. The Baker Institute for Public Policy, launched in 1993, is recognized as one of the top policy-oriented think tanks in the world, with specializations in energy, science, health and tax policy, dispute settlement, and Middle East policy. Rice emerged as one of the world's nanoscience and technology centers following the discovery of carbon-60 (the bucky-ball structure), for which two Rice professors received a Nobel Prize.

After nearly a century of establishing itself as a prominent national university, and despite being one of the youngest members of the Association of American Universities, Rice aspires to be one of the world's best research universities. At this exciting and unprecedented time of transition and transformation, and following extended conversations with the Rice community and Houston leaders, President David Leebron has articulated Rice's mission and an ambitious and compelling agenda, *A Vision for Rice University's Second Century (V2C)*,⁸ that forms the rationale for the current Centennial Campaign.⁹ The mission statement expresses the highest aspirations of this university:

As a leading research university with a distinctive commitment to undergraduate education, Rice University aspires to pathbreaking research, unsurpassed teaching, and contributions to the betterment of our world. It seeks to fulfill this mission by cultivating a diverse community of learning and discovery that produces leaders across the spectrum of human endeavor.

¹For more information, see http://www.professor.rice.edu/professor/At_a_Glance1.asp

²<http://www.bakerinstitute.org/>

³http://www.professor.rice.edu/professor/Faculty_Achievements.asp

⁴<http://www.rice.edu/provostsearch/gshonors.shtml>

⁵http://www.professor.rice.edu/professor/Student_Distinctions.asp

⁶<http://www.professor.rice.edu/professor/Resources2.asp>

⁷http://www.professor.rice.edu/professor/Rice_History.asp

⁸<http://www.rice.edu/v2c>

⁹<http://www.giving.rice.edu>

Houston: A City of Contrasts and Opportunities

Houston is one of North America's most dynamic cities, formed by an unusual confluence of historical, economic, and environmental forces. Rapidly growing and soon to be the third largest city in the United States, it is also home both to the global energy industry and the largest medical center in the world.¹⁰ Its population is a vibrant mixture of Hispanic, white, black, and Asian people, with no group constituting a majority. For many it has come to represent the nation's diverse and multi-cultural future.

Houston is a city of contrasts — both Texan and international in its outlook, it is among the most international cities in America, ranking third among U.S. cities in the number of consular representatives. Houston is Western in its dynamism and openness and Texan in its welcoming hospitality. The city prides itself on creating opportunity for all and welcomes new residents from all over the nation and the world. There are large prosperous communities of all races and faiths, exemplified by the co-existence of large evangelical Christian and gay/lesbian communities. U.S. census data indicate that Houston is one of America's most integrated cities. According to *The Economist*, "Houston is arguably America's most enthusiastically cosmopolitan city, a place where the future has already arrived."¹¹ It is also a politically balanced city, consistently electing Democratic mayors but located in a Republican-leaning state and in a county that voted narrowly for President Obama.



¹⁰<http://www.texasmedicalcenter.org/root/en/GetToKnow/AboutTMC/TMCVideo.htm>

¹¹"Lone Star Rising," *Economist*, July 11-17, pp. 3-8. http://www.economist.com/displayStory.cfm?story_id=13938917&fsrc+nwlgafree

Currently the largest city in the U.S. without comprehensive zoning laws, Houston is defining itself as a global metropolis: rethinking the parameters of its urban landscape and becoming in this process a laboratory for urban development; laying out ambitious plans for a comprehensive light rail system; expanding other segments of its transportation and communications systems; energizing the arts and diverse intellectual communities with new and emerging cultural amenities; and building an economic base that now includes not just heavy industry but also high tech and biomedical sectors.

Houston is home to the second largest number of Fortune 500 companies of any U.S. city¹² and ranks alongside other Texas cities among the top 10 in job creation in the U.S.,¹³ in large part through entrepreneurial ventures. The city now generates more revenue from oil and gas technology than from actual oil and gas production and is rapidly developing as a center for alternative energy. Texas itself now ranks first in the U.S. in wind energy production, exceeding California by a factor of three. Houston communities rank in the top 10 in the U.S. in educational attainment,¹⁴ with some of Houston's public schools found among the best in the U.S. The Houston area's local K-12 initiatives are influencing both national innovation and reform.

Houston unemployment rates are currently under the U.S. averages, with cost of living indices lower than those of other major urban centers. Houston's intrepid, even maverick, character informs its diverse cultural and urban life — from the exploratory tastes of its innumerable restaurants to the many examples of innovative architecture, from its enviable world-class museums to the many musical and performance venues that enliven the city, from professional sports teams to excellent resident performing arts.

Although known for its long, hot summers, the city has mild and pleasant autumns, winters, and springs. Within easy distance of the Gulf of Mexico and its beaches, Houston sits on the edge of the vast coastal plain overlying the petroleum that initially fueled, and still contributes to, the city's growth. As one of the country's most vital and largest ports, Houston is a destination and point of entry for the world and, with NASA's Johnson Space Center and the Lunar Planetary Institute, one of the world's leading centers for space exploration and research. The city boasts one of the major medical centers in the world, drawing patients from all over the globe, and is *the* capital of the global energy industry with attendant international influence. The city is growing as the U.S. population shifts to the west and south, and Houston lies at the crossroads of the Americas.

¹²<http://money.cnn.com/magazines/fortune/fortune500/2009/cities/>

¹³<http://www.partnersinbuilding.com/blog/post/2009/01/13/Texas-Shines3b-Austin-Ranks-10th-in-Job-Creation.aspx>

¹⁴http://www.usnews.com/directories/high-schools/index_html/state_id+TX/page_number+1/page_size+10/sort+award/name+award+1+2+3+4/school_name+county+Harris%20County/detail+less

Rice's Opportunities and Challenges

Rice University is at an important juncture in its history. It is currently undergoing an increase in the size of its undergraduate and graduate student populations, expanding its diversity in students, faculty, and staff, and exploring how to enhance its role both in the Texas Medical Center and in the evolving global search for sustainable energy. A research-aggressive faculty has helped internationalize the campus through wide-ranging global research collaborations. The faculty is deeply involved in stimulating discussions about the directions of the university's growth. Despite anticipated growth, Rice intends to preserve its unusually low student-faculty ratio and small size, which allow it to capitalize on the outstanding talents and entrepreneurial spirit of its students and faculty.

Significant investments in infrastructure in the past two decades reflect the university's thriving growth, including the most recent building program to support the student body expansion as well as ongoing construction of premier research facilities for science, engineering, and the humanities, a public policy institute, and distinctive homes for the business and music schools. Campus life is supported by new social, sports, and recreation facilities, and graduate and undergraduate student housing. The recent completion of this substantial physical infrastructure provides the foundation for similarly broad developments in academic programs. A major opportunity for the new provost is to harness and expand Rice's human capital potential in counterpoint to the recent building enhancements, to oversee new faculty recruitment including diversity in all its dimensions, and to plan both the personnel and infrastructure developments required for the future.

As the most prominent private academic institution in Texas, Rice is well positioned to capture a major role in the U.S. research and development endeavor as national resources are redistributed to reflect shifting populations. Rice faculty have a long tradition of research collaborations with scholars in Western Europe, Latin America, the Middle East, and Asia, which forms a basis for capitalizing on the vast opportunities emerging in the world's developing economies.



Rice's proximity to Latin America, coupled with Houston's makeup and the increasing changes in U.S. demographics, offers untapped opportunities for Latin American engagement in the arts, humanities, natural and social sciences, engineering, and policy studies.

The position of Rice alongside the Texas Medical Center opens potential for synergies across the academic spectrum in biomedical endeavors, from technology-intensive U.S. health care and bioscience research, to the broader global health care needs in the developing world. The recently completed 500,000 square foot Rice BioScience Research Collaborative¹⁵ offers unparalleled opportunities to build relationships between Rice departments and the outstanding medical institutions directly adjacent.

Following detailed discussions of a potential merger with Baylor College of Medicine as an intriguing means to enhance Rice's involvement with biomedical research and health care, the final decision was not to pursue this option. As an alternative pathway, Rice intends to intensify its investment and foster continued success in the many disciplines that will contribute to a deeper understanding of biological processes and organisms in the 21st century.

During the last two decades Rice has forged strong relationships with the city's vibrant and diverse arts community. With outstanding collections at the Museum of Fine Arts Houston and local foundation support, a Ph.D. in Art History has been developed as well as an evolving program in restoration that also includes the unique Menil Collection. The Menil, along with the Cy Twombly Pavilion and the Rothko Chapel, draws visitors from all over the world. Rice participates, moreover, in the acclaimed U.S. Hispanic Literary Heritage Project, a locally based national enterprise dedicated to the recovery of out-of-print or never published Spanish-language literary texts from the last 200 years.

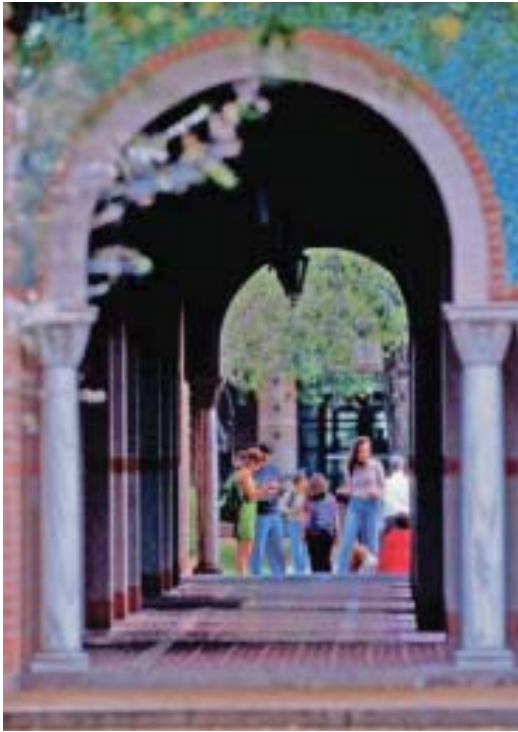
¹⁵<http://www.rice.edu/brc/index.shtml>



Energy and climate will no doubt help to define the 21st century research agenda as our society struggles with the interlinked problems of maintaining national security and economic strength while also developing sustainable energy resources and mitigating and adapting to evolving climatic impacts. Rice's central position in the global energy community presents enormous research opportunities in the public and private sectors that will enable the university to build initiatives linking engineering, science, public policy, social science, and business.

Houston's growth in the last 30 years, propelled by mobility and cheap energy, offers a challenge and opportunity for creatively redeveloping the region's infrastructure. Rice can play a critical role in developing policy initiatives, urban design, information technology, civil and environmental engineering, and basic energy systems research to create a sustainable economic, human, and physical environment.

A major challenge for Rice is to optimize its research impact through efficient use of its resources, taking advantage of the institution's small size to construct additional meaningful faculty-driven, cross-disciplinary collaborations. The institution's informal culture, its intimacy and scale, and its stable environment help foster faculty initiatives¹⁶ that have a profound influence on the direction of Rice's research mission and the educational experience it offers. Rice seeks success and impact through collaborative activity, both internal and external.



Houston provides a natural laboratory for Rice to become a center for urban studies, and especially for the study of issues involving race, culture, religion, and education. Existing initiatives include population studies, educational outreach, and community problem solving. Faculty across multiple departments and centers study issues encompassing migration of peoples and cultures and seek to understand the nature and consequences of cultural interactions that characterize today's world, the U.S., Texas, and Houston.

Although the economic downturn has affected Rice's endowment and consequently its operating budget,⁶ Rice's loss over the past year was less than that of many comparable endowments thanks to the early implementation of prudent financial policies. The centrally supported portion of the budget was cut 5 percent this year and will be cut a similar amount next year, but, barring a further downturn in the U.S. economy, Rice will not have to undertake additional cuts. Looking forward, the challenge is to find new sources of funds for the endeavors Rice's faculty seek to launch.

¹⁶Examples include: the Ken Kennedy Institute for Information Technology (<http://citi.rice.edu/>), the Smalley Institute for Nanoscale Science and Technology (<http://cnst.rice.edu/>), the Institute for Biosciences and Bioengineering (<http://ibb.rice.edu/>), the Gulf Coast Consortia (<http://cohesion.rice.edu/centersandinst/gcc/>), Rice 360 (<http://www.rice360.rice.edu/>), the Energy and Environmental Systems Institute (<http://eesi.rice.edu/index.cfm>), the Boniuk Center (<http://boniuk.rice.edu/>), the Humanities Research Center (<http://culture.rice.edu/about/>), the Chao Center for Asian Studies (<http://asia.rice.edu/>), the Rice Alliance for Technology and Entrepreneurship (<http://alliance.rice.edu/>), Center for the Study of Women, Gender, & Sexuality (<http://swg.rice.edu/>), and the Rice Design Alliance (<http://ricedesignalliance.org/>). A more comprehensive list can be found at <http://www.students.rice.edu/students/Departments.asp#Centers>

Provost

The PROVOST will join a thriving university community and become a member of an experienced and cohesive leadership team that has generated significant momentum toward fulfilling Rice's local, national, and international aspirations. The provost will inherit a substantially developed infrastructure and will be able to concentrate on the many research, educational, and human capital development opportunities to further Rice's mission. The provost's leadership challenge will be to identify, promote, nurture, and sustain such endeavors across the entire Rice community.

We seek an accomplished scholar and dynamic leader who will develop a synoptic view of the university's intellectual life and who will further all aspects of its research and teaching missions to advance Rice University's stature. The provost works most closely with Rice's President and senior administrators as well as with the Board of Trustees and Houston community leaders. As Rice's chief academic officer, the provost is expected to advocate for the deans and faculty, to synthesize and articulate the intellectual goals of the Rice faculty, to facilitate the university's research endeavor by strategic deployment of resources, and to develop new opportunities in education and research.

We seek a creative colleague who understands the science and engineering enterprises and the infrastructure required for success, who will value and be attuned to the contributions made in the social sciences and humanities, who will be committed to fostering creativity and excellence in the arts, and who will support the professional schools in developing broadly gauged and talented leaders in their fields. The provost must have an expansive view of the entire university, understand the context of a private university of Rice's size and scope, and be able to develop the unusual opportunities for collaboration offered by an institution this size against the sometimes wider capabilities available to our larger competitors.

We seek, in other words, a tireless individual with a passion for the academy, excellent communication and collaboration skills, and such admirable personal qualities as vision, patience, empathy, and a sense of humor. In particular, we seek:

- An academic leader who can enable Rice's national and international aspirations — who, by identifying opportunities and marshalling the resources necessary, can increase Rice's capacity for basic and applied research and for innovative multidisciplinary undertakings.
- A strategic thinker who, working as a partner with the President and the Board of Trustees, will enable the university to identify the priorities and develop the strategies that will launch a second century of success for Rice.
- An outstanding leader — able to inspire confidence, build trust and consensus with the deans and faculty, and foster a vibrant environment in which both faculty and students are motivated to excel.
- A decisive, versatile personality who will catalyze and sustain an inclusive campus-wide dialogue with the Rice faculty and students while also prioritizing the multiple demands and aspirations of the Rice community.
- An effective administrator to continue Rice's mission to recognize, recruit, develop, reward, and retain top talent to address the complexities and the evolving role of the university in the 21st century.
- A financial manager to strategically develop and align university resources to maximize the effectiveness of Rice's human capital.
- An academic emissary for Rice who will enthusiastically champion the university on the local, state, national, and international stages.
- An ecumenical thinker whose ethos encompasses the artistic, humanistic, professional and scientific values of the institution.



Candidate Specification: Key Selection Criteria

Critical Competencies for Success

Intellectual breadth: In a university that values all of its academic and research domains, demonstrate an understanding of, comfort with, and appreciation for the full range of scholarship at Rice. Exhibit intellectual rigor, curiosity, and creativity in developing new programs and initiatives that complement and leverage the university's academic assets and increase its distinctiveness and contribution to both research and education.

Engagement: At an institution that prides itself on its culture of accessibility, engage on an academic and personal level with faculty, deans, and administrators. Be visible and engage with deans and faculty in substantive dialogue around academic priorities and policies, budgets and faculty development, among other issues, to encourage opportunities for synergy and optimization across the schools. Interact with all members of the Rice community and communicate a sense of shared purpose and identification.

Ability to execute: In a university with an aggressive strategic plan, demonstrate the ability to be decisive, flexible, and effective in pursuing Rice's goals. With appropriate input, develop a shared context for major decisions, gain buy-in for decisions, and communicate those decisions transparently. Build a culture of accountability where everyone is aware of their commitments, progress is tracked, and the consequences of decisions – both intended and unintended – are managed with empathy and efficiency. Display a commitment to following through, accelerating the pace and responsiveness of the Provost's Office. Develop mechanisms — including, for example, organizational structures, processes, and systems — that enhance the productivity of the Provost's Office and its ability to support the university's academic, research, and other institutional goals.

Partnership and teamwork: In a university where members of the leadership team are expected to make contributions to decisions across a broad spectrum, demonstrate the ability to be inclusive, collaborative, and flexible while resisting the inclination to become “turf-focused.” Work as a meaningful partner to Rice's President and Board, generate ideas that guide the strategic direction of Rice University, and make meaningful contributions to major tactical decisions that directly impact fulfillment of the university's agenda. Demonstrate the ability to build institutional partnerships and/or relationships that accrue benefit to Rice's academic enterprise.

Rice University is committed to affirmative action and equal opportunity in education and employment. Rice does not discriminate on the basis of race, color, religion, sex, sexual orientation, gender identity, national or ethnic origin, age, disability or veteran status.

For more information see <http://www.rice.edu/provostsearch/>

