Vice President of Student Affairs

Northwestern University, a premier private research institution with three campuses, seeks a student-centered, compassionate, and relentlessly dedicated leader to serve as its next Vice President of Student Affairs (VPSA). Northwestern is committed to excellent teaching, innovative research, and the personal and intellectual growth of its students in a diverse, academic community.

As a key member of the University’s senior leadership team, the vice president plays a vital role in supporting Northwestern’s 21,000 students throughout their time at Northwestern. Reporting to President Morton Shapiro and working closely with the senior staff, the VPSA provides leadership and direction for the Division of Student Affairs, whose mission is to educate students, engage the community, and enrich the Northwestern experience. The Division provides programs, services, and mentoring to maximize students’ potential; removes barriers to learning; strengthens readiness to learn; and helps to create and sustain a safe and healthy Northwestern community. The Division’s more than 30 units fall broadly into five categories: Health, Student Engagement, Dean of Students, Residential Services, and Administration. Overall, the Division comprises over 250 employees and is supported by an operating budget of $40 million. The VPSA also manages a residential services budget of $82 million and a student health budget of more than $10 million as well as substantial third-party contracts, while overseeing the University’s undergraduate and graduate residence halls, residential communities, and residential colleges as well as dining, retail, and other facilities.
THE ROLE OF THE VICE PRESIDENT

Patricia Telles-Irvin, Vice President for Student Affairs and a compassionate champion for Northwestern University students and the campus community for nearly a decade, died on June 3, 2019, after a long battle with cancer. Under her leadership, the student affairs division saw tremendous growth and is now primed for the next chapter of success.

Reporting directly to the President, the Vice President for Student Affairs provides leadership and direction for the Division of Student Affairs. The VPSA works closely with the Provost and Senior Vice President for Finance and Budget and is a key point of contact for students with the University administration, engaging regularly with students on a range of issues and serving as an advocate for students to represent their voice in University affairs.

The following are the direct reports to the Vice President:

- Assistant Vice President for Student Engagement
- Associate Vice President of Student Affairs/Dean of Students
- Executive Director of Residential Services
- Executive Director of Health Services
- Executive Director, Counseling and Psychological Services
- Executive Director of Campus Inclusion and Community/Interim Chief of Staff
- Executive Director, Northwestern Career Advancement
- Assistant to the Vice President

Overall, the Division comprises over 250 employees. The Vice President oversees 29 undergraduate residence halls, residential colleges, and residential communities and graduate residence halls, 28 fraternity and sorority houses, and a number of additional dining, retail, and other facilities, including the Alice Millar Chapel.

ABOUT THE UNIVERSITY

Northwestern University is recognized nationally and internationally for the quality of its educational programs. Innovative teaching and pioneering research take place in a highly collaborative, interdisciplinary environment that combines the resources of a major research university with the level of individual attention of a small college.

More than 21,000 full- and part-time students are enrolled on Northwestern's lakefront campuses in Evanston and Chicago as well as its campus in Qatar. Using the academic quarter system, more than 8,000 undergraduates study at the University's largest campus in Evanston.

The University's over 1,500 full-time faculty members range from MacArthur Fellowship recipients to Tony Award winners. In their ranks are members of the National Academy of
Sciences, the National Academy of Engineering, the American Academy of Arts and Sciences, the American Council of Learned Societies, and numerous other honorary and professional societies.

Northwestern’s 260,000 alumni include Supreme Court justices, Nobel and Pulitzer Prize laureates, governors, Academy Award-winning actors, college presidents, and leaders in law, science, medicine, and media.

Northwestern University is emerging from a period of significant financial investment in its physical plant and had an operating surplus in FY19.

**HISTORY**

The Northwestern campus sits on the traditional homelands of the people of the Council of Three Fires, the Ojibwe, Potawatomi, and Odawa as well as the Menominee, Miami and Ho-Chunk nations. It was also a site of trade, travel, gathering, and healing for more than a dozen other Native tribes and is still home to over 100,000 tribal members in the state of Illinois. Recognizing this history, the University established the Native American Outreach and Inclusion Task Force in fall 2013 to recommend strategies to strengthen Northwestern’s relationship with Native American communities through recruitment efforts, academic programs, and campus support services.

Northwestern University was officially incorporated in 1851. In 1853 the founders purchased a 379-acre tract of farmland along Lake Michigan, 12 miles north of downtown Chicago, as the site for the new university. The town that grew up around Northwestern was named Evanston in honor of John Evans, one of the University’s founders.

Northwestern began classes in the fall of 1855 with two faculty members and 10 male students. In 1869 it enrolled its first female students, thereby becoming a pioneer in the higher education of women. By 1900, the University was composed of a liberal arts college and six professional schools, including the schools of law and medicine, with a total of 2,700 students. In the 20th century, schools were added in management, engineering, education, journalism, and continuing studies. With the establishment of the Graduate School in 1910, Northwestern adopted the German university model of providing graduate as well as undergraduate instruction and stressing research along with teaching. Recent years have seen a proliferation of academic programs and a new campus in Qatar.

Today, Northwestern enjoys a position as one of the country’s leading private research universities. It is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.
LIVING IN EVANSTON, CHICAGO, AND THE SURROUNDING AREA

Whether it’s art, history, outdoor recreation, theater, fine dining or shopping, Evanston and Chicago have something for everyone. Dubbed “One of the Coolest Suburbs in America” for 2019 by Apartment Therapy, Evanston’s lakefront is home to five Lake Michigan beaches. With a median house price of just over $305,000, it’s an affordable college town just 13 miles from Downtown Chicago.

Time Out Magazine ranked Chicago the #3 city in the world in 2019. The Time Out Index surveyed more than 34,000 people about food, drink, culture, nightlife, community, neighborhoods, overall happiness as well as their city’s beauty, affordability, and convenience.

LEADERSHIP

President

Morton Schapiro is the 16th president of Northwestern University. He began his tenure in September 2009. President Schapiro, an economist, is among the nation’s leading authorities on the economics of higher education, with particular expertise in the area of college financing and affordability and on trends in educational costs and student aid. He is an elected fellow of the American Academy of Arts and Sciences and holds appointments in the Weinberg College of Arts and Sciences, the Kellogg School of Management, and the School of Education and Social Policy. From 2000 to 2009, Schapiro was President of Williams College; previously, he served as Dean of the College of Letters, Arts and Sciences at the University of Southern California.

Provost

Jonathan Holloway has been Northwestern University’s Provost since August 2017. Prior to his appointment, he was the Dean of Yale College and Edmund S. Morgan Professor of African American Studies, History, and American Studies at Yale University. Holloway is an American historian of post-emancipation American history and black intellectual history.

STUDENTS

Undergraduates

As of the 2018-2019 academic year, the University enrolled more than 8,000 undergraduate students representing all 50 states and 75 countries. Students of color account for over 45% of the student body, while 12.5% of students are the first in their families to attend college. Eleven percent of students are international. With an acceptance rate of 9.0%, Northwestern is one of the most selective universities in the country. Ninety-two percent of Northwestern undergraduate
students graduated from high school in the top 10% of their class. The University awarded $190 million in scholarships to undergraduate students in 2018-19; twenty percent of undergraduate students are Pell grant eligible. A low student to faculty ratio of 6:1 reflects Northwestern’s commitment to an unparalleled learning environment where students build lifelong relationships.

Graduate and Professional Programs

Northwestern is home to ten world-class graduate and professional schools. More than 13,000 graduate students are enrolled in 160+ graduate and professional programs.

SCHOOLS AND PROGRAMS BY CAMPUS

Northwestern University is recognized nationally and internationally for the caliber of its educational programs. According to the 2020 U.S. News and World Report rankings, the business, law and medical schools are ranked 6th, 10th and 19th in the world, respectively and the University is ranked 9th overall nationally.

Evanston Campus

The schools and other institutional divisions, in order of establishment, are as follows:

• The Judd A. and Marjorie Weinberg College of Arts and Sciences (1851) offers students 47 majors and 55 minors that encompass the full scope of human endeavor—humanities, arts, mathematics, the natural sciences, and the social sciences—with an emphasis on critical thinking. Many academic programs are interdisciplinary, bringing together experts from different departments to advance shared intellectual interests.

• The School of Communication (1878), offers programs that range across the spectrum of topics in the communication arts and sciences and includes undergraduate, professional, and graduate programs of study and interdisciplinary initiatives and research centers.

• The Henry and Leigh Bienen School of Music (1895) offers the degrees of bachelor of music, bachelor of arts in music, and bachelor of science in music. Graduate degrees awarded are the master of music, doctor of musical arts, and doctor of philosophy.

• The Kellogg School of Management (1908) offers undergraduate certificate programs, the master of business administration (MBA) and the master of science in management studies degrees, as well as PhD programs.

• The Robert R. McCormick School of Engineering and Applied Science (1909) offers the bachelor of science degree with 14 different majors and master’s degrees in more than 20 fields of study. The McCormick School also offers doctoral programs and certificate programs for undergraduate and graduate students.
- The Graduate School (1910) oversees advanced programs and awards doctoral and master's degrees in over 70 disciplines.

- The Medill School of Journalism, Media, Integrated Marketing Communications (1921) offers the bachelor of science in journalism degree, master of science degrees in journalism and integrated marketing communications, and an undergraduate certificate in integrated marketing communications.

- School of Education and Social Policy (1926) offers bachelor of science and master of science degrees in education and social policy and the master of science in learning and organizational change as well as higher education administration and policy.

Chicago Campus

Schools and institutional divisions on the Chicago campus, in order of establishment, are as follows:

- The Feinberg School of Medicine (1859) offers the degrees of doctor of medicine and doctor of physical therapy. The Feinberg and McCormick Schools cooperate in biomedical engineering programs; joint degree programs with the Graduate School and the Kellogg School offer an MD degree as well as MA, MS, MPH, MBA, and PhD degrees.

- The Pritzker School of Law (1859) offers the juris doctor degree as well as the degrees of master in laws and master of science in law. Pritzker offers visiting and exchange programs, as well as executive and professional education programs.

- The School of Professional Studies (1933) provides adults an opportunity to return to school part-time or full-time on evenings and weekends. Students may earn bachelor's and master's degrees and post baccalaureate and professional development certificates or take courses for personal enrichment.

Northwestern University- Qatar

Northwestern offers two academic programs in journalism and communication at its newest school in Qatar. The Medill School of Journalism offers the bachelor of science in journalism degree and the School of Communication offers the bachelor of science in communication degree. Although NU-Q operates on a semester rather than a quarter calendar, its curricula are closely modeled on those of the Evanston campus, from which a majority of the faculty and staff were drawn. Northwestern University in Qatar admitted its first class in summer 2008.

**DIVISION OF STUDENT AFFAIRS**

The Division's **30+ units** serve students across all aspects of their Northwestern experience. They include:
Health

- **Center for Awareness, Response and Education** (CARE) is a confidential space for students impacted by sexual violence, relationship violence or stalking, including friends or partners of survivors.
- **Counseling and Psychological Services** (CAPS) serves as Northwestern’s primary mental health service with offices on the Evanston and Chicago campuses. CAPS services include clinical services, educational workshops and consultation with faculty, staff, and parents.
- **Health Promotion and Wellness** is the primary provider of health promotion, education, and prevention programs and services on alcohol, other drugs and wellness issues for students.
- **Health Service – Chicago** Northwestern Medicine’s department of General Internal Medicine serves students enrolled in an NU graduate or professional program on the Chicago Campus.
- **Health Service – Evanston** provides primary medical care, including general medical, sports medicine, women’s medicine, radiology and laboratory services, vaccinations, allergy shots, and STD testing. After-hours urgent care is also available.
- **NUhelp** connects students with guidance and assistance on campus. This site is available for students to share concerns, identify safety and security resources, discover health and wellness programs, and find academic assistance specific to a college/school.
- **NUHS Sports Medicine** cares for student musculoskeletal, orthopedic, and sports injuries, along with diagnosing and managing concussions. It is the healthcare provider for club sports and works with performing artists with physical injuries.
- **Student Health Insurance** assists students in making appropriate insurance selections for their health care needs. Health insurance is a requirement for all degree-seeking students.

Student Engagement

- **Campus Life** facilitates transformative experiences with students to explore their potential, engage in community, and contribute to a more just and equitable world. It includes:
  - Fraternity & Sorority Life – Northwestern currently has 46 chapters across four governing councils and a total membership of more than 3,000 students.
  - Student Organizations & Activities
  - Leadership Development & Community Engagement
- **Norris University Center**, located at 1999 University Drive, offers spaces, services and guidance for student learning, community engagement, and cultural inclusion. It is home to dining options, meeting rooms, a bookstore, bank, art gallery, and more.
- **Religious and Spiritual Life** helps students explore Northwestern’s rich and diverse religious options. It connects students to worship and involvement opportunities through campus religious centers and religious and spiritual student organizations.
- **Campus Inclusion and Community**
Multicultural Student Affairs enriches the cultural experience of Northwestern through leadership and education programming; providing opportunities for community engagement and identity expression; and assisting students in navigating the University.

Student Enrichment Services supports students who are among the first in their families to attend college and/or are from low-income backgrounds.

Social Justice Education (SJE) creates educational opportunities that foster self-exploration, facilitate conversations across difference, and support social change on campus. Programs include bystander intervention training, allyship and peer inclusion training, and facilitated dialogue programs.

Dean of Students Office

- Dean on Call
- Off-Campus Life
- AccessibleNU
- New Student and Family Programs includes First-Year Experience
- Student Assistance and Support Services
- Student Conduct
- Career:
  - Northwestern Career Advancement (NCA) provides career services for undergraduates, graduate students and alumni, including advising, job and internship search assistance, career assessments, access to employment databases, career fairs, and on-campus recruiting.
  - Recruit at Northwestern helps employers develop a recruiting strategy, which might include on-campus recruiting, creation of an internship program or corporate sponsorship, or an event to connect with students.

Administration

- Commencement Office develops and manages the annual Northwestern ceremony where the entire graduating class is commemorated.
- Student Affairs Assessment and Planning coordinates assessment to identify student needs, measure student satisfaction, assess outcomes, and monitor the campus climate.
- Student Affairs Information Technology provides IT services to Student Affairs departments, including computer and software support, technology acquisition, application development, system maintenance and training in a variety of applications.
- Student Affairs Marketing uses integrated marketing to communicate the events, opportunities, and promotions for Student Affairs departments.
Residential Services and Dining

- **Residential Services** at Northwestern is committed to providing an environment that fosters the academic and personal success of every student.
- **Dining and Vending**

Strategic Priorities

The Division’s last [strategic planning process](#) was launched in 2012 and resulted in a clear vision and mission for the Division accompanied by five strategic themes. In an annual review of this strategic plan, the [Student Affairs Leadership Team](#) (SALT), recommitted to the vision, mission, and strategic themes outlined for the Division and revised the priorities for fiscal years 2020 through 2022. These priorities reflect the current data, climate, and environment for students and were adjusted with safety, wellness, and compliance in mind. These priorities are:

- Expand upon existing student wellness programs while delivering services and influencing policies that promote mental, physical, and emotional health, resilience, and well-being.
- Collectively impact the campus climate for diversity, equity and inclusion with emphasis on first-generation, low-income, marginalized, and underrepresented minority students.
- Ensure students develop an integrated sense of personal identity, self-efficacy, and a personal code of ethics; and develop healthy, respectful, and collaborative relationships with others.
- Focus on organizational health and workforce planning as supported by the Division’s new human resources strategy.
- Leverage the two-year live-on requirement as a conduit to continue building community on campus.
- Contribute to the University’s comprehensive 7-year strategy to enhance facilities and spaces for students.

Housing Master Plan

The Housing Master Plan is part of an initiative led by the Division of Student Affairs focused on improving the student residential experience through a combination of renovation and new construction projects that will reposition housing offerings to meet student market demand and increase on-campus undergraduate capacity. The VPSA will work closely with the SVP Business and Finance to update the current Housing Master Plan in light of evolving student requirements, and the long-term vision and mission of the University.
OPPORTUNITIES AND CHALLENGES FOR THE NEXT VICE PRESIDENT

The next VPSA will engage a strong divisional team as well as partners across campus and the broader community to address the following opportunities and challenges:

- **Advancing Social Justice**: The VPSA will enhance existing strategies that foster a campus community where students of all races, ethnicities, socioeconomic backgrounds, genders, sexualities, abilities, religions, and citizenships, among other identities, feel fully engaged in the Northwestern student experience. Critical to this is ensuring that students have equity in access to opportunities and resources and that student programming and experiences are deliberately inclusive in nature. The VPSA will also be a guiding force in creating an environment where students can passionately, yet respectfully, challenge each other’s ideas.

- **Increasing Capacity for Student Wellness**: The Northwestern community is not unique in its increasing demand for student wellness programs, including Counseling and Psychological Services. The VPSA will expand upon existing student wellness programs, while delivering services and influencing policies that promote mental, physical, spiritual, and emotional health, resilience, and well-being.

- **Student Preparation and Support**: Within the student affairs division and across campus, the VPSA will work to help students understand, analyze, appreciate, and contend with obstacles and opportunities they will face in an increasingly complex and ever-changing world. In close collaboration with the Provost and academic units, the VPSA will be instrumental in developing institutional practices that help students – with emphasis on first-generation, low-income, marginalized, and underrepresented students – thrive at Northwestern.

- **Undergraduate Residential Experience**: With a new two-year live-on requirement for undergraduate students and a Housing Master Plan that is informed by the University’s comprehensive 7-year strategy to enhance facilities and spaces for students, the VPSA will be positioned to leverage the undergraduate residential experience to further build community on campus. The SVP for Finance and Budget will be a key partner in this work.

- **Campus and Divisional Leadership**: Serving as a thought partner to the President, members of the senior leadership team and the board of trustees, the VPSA will play a central role in Northwestern’s strategic discussions, approaching deliberations through the lens of students and the student experience. The VPSA will attract, support, and retain an outstanding divisional team that not only offers best-in-class programming, but also reflects the University’s values of diversity, equity, and inclusion. In addition, the VPSA will mentor and develop the student affairs divisional staff, providing opportunities for professional growth.
• **Securing Additional Student Resources:** In partnership with University Advancement and other University leadership, the Vice President will work to attract additional resources to support housing, mental health, scholarship, and other strategically prioritized University needs that focus on students.

**DESIRABLE QUALIFICATIONS AND CHARACTERISTICS**

Northwestern University seeks a collaborative and visible campus leader, with strong management skills who genuinely likes working with students. Candidates must have a passion for the educational mission of Northwestern University and a commitment to providing undergraduate, graduate, and professional students with an outstanding experience at Northwestern. An advanced degree is preferred. The ideal candidate will also:

• Demonstrate an ability to lead, inspire, mentor, and retain staff within a complex division and welcome collaboration with a range of partners and constituencies to advance the overall student experience;
• Possess effective communication skills that place value on transparent and direct communication with all constituencies, including students, University leadership, and the broader Northwestern community;
• Exhibit excellent critical thinking, judgment, and integrity as part of the senior leadership team and as the leader of student affairs;
• Demonstrate an ability to manage large budgets, advocate for resources, and make strategic financial decisions;
• Exhibit a deep passion for student life and the holistic student experience;
• Demonstrate an unyielding commitment to diversity, equity, and inclusion and a history of regular progress advancing these issues in a campus environment;
• Possess deep experience serving the unique needs of students from a range of socioeconomic, racial, sexual identity, and other backgrounds;
• Understand national best practices around important student issues in areas such as counseling and mental health, disability support services, social justice activism, and the relationship between student wellness and academic success, among others;
• Exhibit a facility with data and its value in determining strategy and allocating resources;
• Possess compassion, resilience, and a sense of humor;
• Display a willingness to participate in fundraising and donor engagement;
• Understand complex legal regulations that may impact student affairs decisions or approaches to addressing student concerns; and,
• Be approachable, a great listener, and a collaborative partner.

For best consideration, please send all nominations and applications to:
Northwestern University is an Equal Opportunity, Affirmative Action Employer of all protected classes, including veterans and individuals with disabilities. Women, racial and ethnic minorities, individuals with disabilities, and veterans are encouraged to apply. Hiring is contingent upon eligibility to work in the United States.