The University of Notre Dame is a private Catholic research university located on 1,261 acres adjacent to the city of South Bend, Indiana, approximately 90 miles east of Chicago. Notre Dame is ranked among the nation’s top 20 institutions of higher education in the annual survey conducted by U.S. News and World Report.

The University's culture is permeated by a deep sense of community, pervasive humility, and a fundamental commitment to the role of the University as a force for good in the world. Dedicated to the pursuit and sharing of truth for its own sake, the University seeks to provide a forum where, through free inquiry and open discussion, all the forms of knowledge found in the arts, sciences, professions, and every other area of human scholarship and creativity may flourish. Notre Dame is a unique institution in the top echelon of higher education -- one that is rigorously intellectual,
steadfastly values-driven, a place for dialogue between religious faith and reason, and defined by an ethos of service. Its foundational goals are to be a preeminent research university, provide an unsurpassed undergraduate and post-baccalaureate education, and have these endeavors informed by a distinctive Catholic mission. While pursuing this mission, the University measures itself against the highest academic standards for research and education.

Academic life at the University is centered around Notre Dame’s eight colleges and schools: the College of Arts and Letters, the Mendoza College of Business, the College of Science, the College of Engineering, the Graduate School, the Keough School of Global Affairs, the Law School, and the School of Architecture. The source of the University’s academic strength is its faculty. In the 2021-22 academic year, the University is home to 1441 full-time faculty, 33.6% of whom are women, and 22.6% of whom are people of color. Recruitment of diverse faculty is a top University priority. In the 2021-22 cohort of new tenured and tenure-track faculty hired, 47.5% identified as faculty of color. 91% of faculty have doctorate or terminal degrees.

University enrollment for the 2021-22 academic year is 13,139 students overall, including 8,973 undergraduates, and 4,166 graduate and professional students. The University’s student population of black, indigenous and people of color has more than tripled in the past 20 years. 2021-22 enrolled undergraduates include 38.7% who identify as students of color or international students. Women, first admitted to undergraduate studies at Notre Dame fifty years ago, now comprise approximately half of undergraduate and overall enrollment. The median incoming first-year undergraduate student ranks in the top 1% of the nation in either high school performance or test results, or both of these measures. The University is deeply committed to the importance of teaching and faculty accessibility to students, and 90% of all classes feature 50 or fewer students.

Notre Dame is one of fewer than 60 colleges and universities nationally that is committed to meeting the full demonstrated financial need of their undergraduate students for all four years. In the 2021-22 academic year, undergraduates received more than $173 million of financial aid in the form of endowment-generated, need-based scholarships that do not require repayment. Nearly 70 percent of undergraduate students received some type of financial aid, and almost 100% percent of students in the Graduate School -- both doctoral and non-professional master’s -- receive full-tuition scholarships that include almost all fees.

External funding for research and scholarship through competitively awarded grants and contracts reached a record-breaking $222.7 million in 2021, having increased 150% since 2007. This reflects the priority that Notre Dame has placed on increased University investment in and emphasis on research, scholarship, and creative expression. Recent growth has been particularly strong in STEM
fields, with 2021 awards in the College of Engineering up $22 million and awards in the College of Science up $16 million over awards in the previous fiscal year.

Notre Dame’s operating budget for fiscal year 2021-22 is approximately $1.5 billion. The University has approximately $18.4 billion in endowment and financial assets; the size of the University’s endowment ranks among the top 7 of all American colleges and universities. Reflecting its strong financial position and exemplary stewardship of resources, the University is one of only nine higher education institutions assigned the Aaa credit rating by Moody’s.

The University’s most recent comprehensive campaign, “Boldly Notre Dame,” was completed in 2020. The University raised nearly $5.4 billion in this 7-year effort, which was the seventh largest such campaign in the history of higher education and the largest of any educational institution without a medical school. Among its tremendous successes, the campaign surpassed its goal to raise $1 billion for undergraduate financial aid.

The increasing internationalization of Notre Dame is among the most significant accomplishments of the past decade. Today, Notre Dame’s presence is felt on six continents. More than two-thirds of undergraduates participate in a study abroad program, ranking Notre Dame in the top five in participation among PhD-granting institutions.

As a Catholic university, Notre Dame is committed to the inherent dignity of every human person, to promoting a just society in which every person can flourish, and to attending particularly to the needs of the most vulnerable. Through the work of all members of its community, Notre Dame seeks to address issues of racism, inequality, and discrimination. The University’s Trustee Task Force on Diversity, Equity and Inclusion recently examined the campus climate and initiatives, and offered a
framework for long-term sustainable progress. Among many other efforts, a University-wide inventory of DEI initiatives is underway, which will allow Notre Dame to better understand and evaluate the wide range of programs and structures that are in place, identify opportunities for greater collaboration, share best practices and resources, and scale up those programs and practices that could have a transformative impact.

The University is also an important member of the South Bend community. The city combines a small city atmosphere with a number of big city amenities, including Broadway plays, first-rate musical and performance venues, and a vibrant and growing innovation culture. South Bend and the Michiana region offer a high quality of life, including many outdoor activities. The University was a partner in securing a $42 million grant from the Indiana Economic Development Corporation for St. Joseph, Elkhart, and Marshall counties. Additionally, studies show the University contributes $2.46 billion to the local economy each year.

THE ROLE OF PROVOST

Successful leadership at Notre Dame derives from authenticity, humility and the determination to always put the needs of the institution first. As its next Provost, Notre Dame seeks a superb strategic
and visionary leader, whose leadership is characterized by these qualities, and by a devotion to enabling the flourishing of others.

The Provost reports directly to the President and is the second-ranking officer at the University. Along with the President and the Executive Vice President (EVP), the Provost is one of three Executive Officers at Notre Dame. S/he is responsible for the stewardship of its academic mission, serving as the principal representative of the academy to both internal and external constituencies, as well as leading strategic academic initiatives on behalf of the University. Working closely and collaboratively with other academic leaders on campus, the Provost cultivates a learning community that challenges and engages students, inspires world-class research and scholarship, and appreciates all intellectual inquiry as a pursuit of truth.

As Provost, Notre Dame seeks a leader with a personal record of accomplishment as a committed teacher and scholar in her/his own discipline, and a record of accomplishment as a gifted administrator with the capacity to value and promote the work of faculty, staff and students in all disciplines. The Provost must have an unyielding commitment to the highest standards of academic excellence. Her/his leadership contributes significantly to nurturing the University’s intellectual climate, its sense of community and its distinctive mission. In concert with the President, s/he provides visionary, creative and inspiring guidance to the academic enterprise, and continues to build upon Notre Dame’s storied legacy.

The Office of the Provost is currently divided into several major functional areas:

- Budget and Planning
- Digital Learning
- Faculty Affairs
- Graduate Studies
- Innovation
- Institutional Transformation and Leadership Development
- Interdisciplinary Initiatives
- Internationalization
- Strategic Initiatives
- Undergraduate Affairs

Current direct reports to the Provost include:

- 7 Vice President & Associate Provosts
• 8 Deans (College of Arts & Letters, Mendoza College of Business, College of Science, College of Engineering, Keough School of Global Affairs, Law School, School of Architecture, and the Graduate School)
• University Librarian
• Vice President for Research

In addition to the schools and colleges, other units reporting to the Office of the Provost include: Academic Services for Student-Athletes, Center for Social Concerns, DeBartolo Performing Arts Center, Dual Career Assistance Program, Flatley Center for Undergraduate Scholarly Engagement, Hesburgh Libraries, iNDustry Labs, Inspired Leadership Initiative, Institute for Educational Initiatives, Lucy Family Institute for Data & Society, McGrath Institute for Church Life, Notre Dame International, Notre Dame Learning, Notre Dame Research, Notre Dame Scholars’ Program, Notre Dame Technology Ethics Center, Office of Military & Veterans Affairs, Office of the Registrar, Reserve Officers’ Training Corps (ROTC), Snite Museum of Art, Transformational Leaders Program, TRiO Programs, and University Facilities Information.

OPPORTUNITIES AND CHALLENGES

Notre Dame aspires to build on its current strengths to be one of the nation’s very best research universities. The University’s compelling mission and financial strength have attracted superb senior leaders. The senior leadership group is characterized by a team-oriented culture, a deep commitment to excellence and continued aspiration, and a strategic, analytical approach to decision-making. Notre
Dame's leaders benefit from its centralized institutional model, affording them a level of impact and nimbleness exceeding that at many other institutions.

The Provost leads an academic enterprise that is the strongest and most well-resourced in the University’s history. Among the opportunities and challenges facing the Provost in this exciting endeavor will be:

**Distinctive Mission**

Notre Dame’s Catholic identity makes it distinctive in the upper echelons of American higher education. Founded by a Catholic religious community, the Congregation of Holy Cross, its members contribute to the life of the University as staff, faculty, Board members and in presidential leadership. The University has been successful at leveraging its unique identity to secure superb faculty and students. Indeed, it is precisely its distinctive mission that makes it possible for Notre Dame to compete for talent with the best universities in the world. This opportunity is a balance for the University, to neither distance from its distinctive mission for the sake of gaining secular prestige, nor to become an institution narrowly defined -- Notre Dame is a university of world-class research and teaching, enlightened by faith.

It is crucial that the Provost be an articulate proponent of the interrelated and mutually reinforcing strengths of excellence in research, commitment to student formation, and dedication to the University’s mission. The Provost must be genuinely animated by the idea of a university where faith and reason not only co-exist, but thrive together, and build upon each other. S/he should view that Notre Dame’s mission is its single greatest asset in attracting and retaining the best faculty, students, and staff, and is the indispensable driver of its unique community of learning.

**Historic Levels of Financial Strength**

While many other institutions face resource challenges due to the impact of the pandemic and the changing landscape of higher education, Notre Dame’s financial position is the strongest in its history. Through responsible stewardship of its resources and the tremendous success of its fundraising, the University has remained well-resourced, even in times of national economic downturn. Notre Dame’s centralized budget model gives the Provost flexibility in managing the resources for the University’s academic enterprise -- s/he is the chief academic budget officer. The Provost distributes the budget and makes critical decisions with regard to resource allocation in support of academic priorities, including major multi-year initiatives.
University Strategic Planning

The next Provost will arrive at an opportune moment, just as the University embarks upon a strategic planning process that will further strengthen Notre Dame’s commitment to excellence and maximize its global impact over the next decade and beyond. There is a strong desire to bring solutions to the world in areas where Notre Dame is uniquely positioned to play a key role given its distinctive mission and its resources. The Provost will have an important role to play in guiding this process over the coming years.

As a prelude to the strategic planning process, in Fall 2021, more than 900 Notre Dame faculty members participated in more than 100 proposal teams as a part of the University’s “Moment to See, Courage to Act” (MSCA) initiative, launched to engage the University community in reflection about future endeavors to be undertaken by the University. A great deal of grass-roots enthusiasm was generated, directly connecting faculty to the University’s strategic planning process. The next Provost should continue to harness that energy.

Research

The University is one of the fastest-growing research institutions in the nation and, according to National Science Foundation data, its research expenditures in recent years have far outpaced the non-medical school expenditure growth of all of the AAU private universities. Driven by a commitment to be a distinguished and distinctive research university, Notre Dame has placed significant emphasis on growing research and scholarship. This effort has marshalled focus and resources across the University to develop the expertise, processes, and infrastructure needed to strengthen Notre Dame’s research operations and management. Beyond strong faculty engagement in these programs, participation in research is also central to undergraduate, graduate and postdoctoral education at Notre Dame.

The University has made significant investments in physical and human infrastructure to make its evolution into a top-tier research university possible and sustainable. These include the IDEA Center, the Turbomachinery Facility, the ND Imaging Facility, the Stinson-Remick Clean Room, and the Harper Cancer Center. Notre Dame Research supports and encourages innovation in more than 40 core facilities and resources as well as in a number of key areas of research, scholarship and creative endeavor.
Among recent infrastructure investments, McCourtney Hall is a standout. Opened in 2016, it has had a transformational impact on research capacity and aspirations at Notre Dame. The building contains 220,000 square feet of collaborative space, with an adaptable open layout to facilitate state-of-the-art multi-disciplinary collaboration and translational research. The facility has been a catalyst for attracting and retaining world-class faculty and graduate students, and has transformed the way that the University conceives of and conducts research. Planning has begun for a new research building that will complement McCourtney Hall. The vision for the new building is to create a facility to advance human, environmental, and planetary health at the nexus of science and engineering by creating an ecosystem that will facilitate the discovery and implementation of solutions to address global problems. Data science and analytics will be important components of these efforts.

Globalization

Over the past decade, Notre Dame has become more integrated and sophisticated in expanding its global footprint. The University operates Global Gateways in five major international cities -- Rome, Dublin, Jerusalem, Beijing, and London -- which act as academic and intellectual hubs where scholars, students, and leaders from universities, government, business, and communities gather to discuss, discover, and debate issues of topical and enduring relevance. The University’s network of Global Gateways and Centers provides a vital connection to international institutions of higher learning, corporations, and governments. Notre Dame leverages its presence in some of the most important cities in the world to provide venues for scholarly exchanges and partnerships that benefit its students and faculty, as well as the communities in which these facilities are located.

A more focused academic and cultural exchange experience is found at the University’s six Global Centers in Hong Kong, Kylemore Abbey (Ireland), Mexico City, Mumbai, São Paulo, and Santiago. Global Centers are focused and intensive means for academic and cultural exchange encompassing a more defined geographical area than the Global Gateways. Global Centers offer academic programs, involve faculty members on an ongoing basis, host or organize a specific range of academic conferences and events, and represent the University to academic partners, governments, foundations, corporations, international and community-based organizations, and the community of alumni and parents in that location.
And just as the University has gone deeper into the world, so too has the world come to Notre Dame. Approximately 10 percent of the University’s students and scholars come from outside the United States. Moreover, the University is a recognized leader in recipients of grants in the Fulbright Program.

The University also benefits from the unique opportunity presented by the global nature of the Catholic Church. Its mission affords Notre Dame distinct avenues through which to expand the University’s global reach and footprint. Collaborative and long-standing partnerships around the world, including with Catholic Relief Services, Catholic Charities and Catholic hospital networks, facilitate unique connections.

**Sustainability**

The pursuit of sustainability is directly related to the Catholic mission of the University. In his encyclical *Laudato Si’*, Pope Francis urgently appealed for a new dialogue about how humans are shaping the future of our planet. There is a strong sense that Notre Dame, as a Catholic research university, is particularly well positioned to respond to the immense, multidimensional environmental challenge on many fronts: scientific, technological, governmental, social, moral and theological. Faculty and students are deeply invested in encouraging the University’s leadership on issues of sustainability. They seek a Provost who can articulate its importance and help make the University a leader in this realm.

Among many initiatives undertaken at Notre Dame, the University co-sponsored with the Vatican a series of conversations on energy transition with executives from among the world’s leading energy producers and investors, resulting with participants signing statements of support for carbon pricing and disclosures on climate change risk. Notre Dame seeks to contribute to a transition to a cleaner future where the burdens of change are equitably borne and not simply shouldered by the poor and powerless. During the 2021-22 academic year, the University, through its annual Notre Dame Forum, has engaged in a series of conversations devoted to the theme “Care for Our Common Home: Just Transition to a Sustainable Future.” Inspired by *Laudato Si’* and Pope Francis’ continued emphasis on these issues, the forum features a wide range of discussions and events.

**Diversity, Equity and Inclusion (DEI)**

Because Notre Dame’s Catholic mission compels respect for every person, nurturing the gifts of all and fostering a community in which all can find welcome, recruitment of diverse students, faculty and staff is a top University priority. In 2021-22, Notre Dame enrolled the most racially and ethnically
diverse class in the University’s history. The University achieved an all-time high in the number of applications, with significant increases in the numbers of applicants identifying as students of color and/or first generation. Notre Dame is committed to building upon this momentum.

In 2019, Notre Dame’s Board of Trustees approved a plan to establish a goal to admit 15% Pell-eligible students (from lower-income families) and an additional 5% first-generation students (who are not in the Pell-eligible cohort). The Board approved the equivalent of a $200 million endowment fund for the initiative with the intention to reach these goals for the first-year class by 2024–25. Notre Dame is ahead of pace on achieving its goal.

The University has similar goals with regard to recruiting and retaining diverse faculty, and has been particularly successful in these efforts in recent years. The Provost will play a key leadership role in sustaining and building upon current efforts.

Significant momentum has resulted from the Notre Dame’s Board of Trustees creation of a Task Force on Diversity, Equity, and Inclusion which offered observations, assessments, and recommendations in a report released in June 2021. The Task Force focused on the experiences of students, faculty and staff from underrepresented minority groups, as well as first-generation, low-resourced students. The goal was to bring perspectives and offer recommendations to augment and amplify the work that the campus was already undertaking to both diversify and to create a greater sense of inclusion. The report called on the University to focus on long-term, sustainable progress, and focused on a strategic framework for achieving progress, which the University’s leadership team has embraced and is working to actualize. To cite just one specific example, the University launched the Transformational Leaders Program (TLP) in Fall 2021 to support undergraduate students from low-resourced backgrounds with a comprehensive set of services.

In partnership with the colleges, the Graduate School has begun implementation of an ambitious diversity recruitment plan that includes initiatives aimed at expanding the pipeline into graduate school, increasing Notre Dame’s network of agreements with institutions serving underrepresented students, and increasing awards to low-income or underrepresented students in recognition of
outstanding performance and notable promise in graduate studies. Notre Dame’s professional schools are equally committed to attracting top students who are diverse. For 2021-22, the entering class of Notre Dame Law School had the highest number of African American students of any Top 25 law school in the nation.

Academic Excellence

Among the Provost’s most vital roles is to support and strengthen the quality of the faculty, and to articulate a clear vision for unsurpassed academic excellence. All those involved in Notre Dame’s hiring, tenure and promotion processes manifest the emphasis that the Provost places, and asks deans and departments to place, on ensuring academic excellence. The University is committed to the highest standards, in line with its peer and aspirant institutions. It is important that the Provost be empowering and supportive of all faculty -- whether tenured, tenure-track, or non-tenure track -- in their pursuit of excellence in teaching, scholarship, research and creative expression.

Undergraduate Education

While some institutions may view the purpose of a research university differently, Notre Dame holds the instruction of its undergraduates as a priority that is second to none. Notre Dame is distinguished by its superior teaching and commitment to undergraduate education. Central to undergraduate education at the University of Notre Dame is the core curriculum, a set of requirements that apply to all students, regardless of major. Revised in 2018, the core’s “ways of knowing” approach is designed to expose students to diverse modes of thought for approaching, analyzing, and understanding different aspects of their lives and the world. 33% of undergraduates are involved in research, and more than 80% of students are engaged in some form of service learning.

The University’s administration and faculty are deeply dedicated to an undergraduate experience that allows students to grow intellectually, morally and spiritually, and the Provost must support this vision. It will be vital that the next Provost be fully committed to maintaining and enhancing this traditional strength while concurrently supporting significant investments to raise the quality of graduate and professional education at Notre Dame.

Graduate Education

The Graduate School has four divisions -- engineering, humanities, science, and social sciences -- as well as programs in the Keough School of Global Affairs, offering in total 66 master's and doctoral degree programs. Growth and improvement in graduate studies has been a top priority for the University for more than a decade. Reflecting this, in the 2020 U.S. News and World Report graduate program rankings, 9 programs placed in the top quartile, up from 3 in the 2011 rankings.
The University has a strong commitment to continue that upward trajectory. 15 new graduate programs have been created over the past 10 years, including multiple PhD programs in the College of Science, the College of Engineering, and the Mendoza College of Business. In the last academic year, Notre Dame graduate students won $6 million from external funding sources, the highest external dollar amount awarded in the 10-year history of the Graduate School's Office of Grants and Fellowships. Interest in graduate study at Notre Dame has never been greater -- the University received a record number of applications for graduate study for the 2021-22 year.

Fundraising and External Relations
The generosity of Notre Dame’s benefactors is extraordinary -- it is difficult to overstate the immensely positive impact of Notre Dame’s donor base. Few institutions nationally benefit from such historically generous and continuous financial support. The University’s development team is among the best in the nation. The Provost benefits from the support of gifted development staff members who work as partners in raising resources for the University.

At Notre Dame, fundraising and external relations are a fundamental component of the Provost’s work. The Provost should have the gravitas and the social and intellectual gifts needed to engage with the University’s Trustees, with a broad array of donors, with the media, and with varying types and sizes of audiences. The Provost will need to be a superb communicator and will need genuinely
to enjoy communicating with a broad range of audiences. S/he should be a compelling speaker on the national and international stage.

In step with the University’s strategic framework process, Notre Dame anticipates entering the foundational phase of its next capital campaign in the second half of 2022, with a likely public launch in 2026. The major themes of the campaign will be derived from those defined in the strategic planning process.

**Multi-disciplinary Collaboration**

Multi-disciplinary and cross-college initiatives continue to emerge and result in transformative opportunities for the University. Often created to address a pressing intellectual need or societal challenge, interdisciplinary initiatives are led by the Provost in collaboration with the deans and other key academic stakeholders across campus. Examples include the Center for Ethics & Technology, the IDEA Center, the iNDustry Labs, a university-wide minor in data science, the Fitzgerald Institute for Real Estate, the Lucy Family Institute for Data & Society, the Berthiaume Institute for Precision Health, and the Inspired Leadership Initiative. Exciting new cross-college initiatives have resulted in over $300 million in outside funding since 2016.

**World Class Facilities**

The last two decades have seen the construction of new facilities, renovation, maintenance, and utilities projects at Notre Dame totaling over $2 billion, including the construction of more than 40 new campus buildings totaling over 4 million square feet and the renovation of scores of other facilities. The campus continues to grow to meet the University’s aspirations to be a world-class research institution. Unlike many peer institutions, Notre Dame does not face major issues of deferred maintenance or debt.

On campus and in the local community, the University has in recent years dramatically expanded its sustainability measures, including ending the use of coal at its power plant and making substantial investments in geothermal energy, hydroelectric power, solar projects, green roofs and more, all of which have resulted in a more than 50 percent reduction of its carbon footprint. The University has committed to a goal of carbon neutrality by 2050.
**DESIRED EXPERIENCE/ATTRIBUTES**

**Mission Affinity**

The Provost must have a deep appreciation and affinity for Notre Dame’s Catholic mission. S/he must be animated by the unique place of Notre Dame in American higher education, not from a position of arrogance but from a position of recognizing its mission-driven responsibility to be a force for good in the world. The Provost should encourage academic leaders throughout the University to build on the synergy between academic excellence and Catholic identity. To serve effectively as Provost, a person must genuinely see the advantage of this mission as a differentiator for Notre Dame, and be willing to engage the opportunities that come with such a mission. S/he must be vigorous in support of this unique intellectual project within American higher education.

**Collaborative Leadership and Management**

Notre Dame’s centralized structure presents opportunities for a Provost to facilitate progress toward interdisciplinary work that can impact the world. The Provost must be genuinely excited by the opportunity to convene talented academic leaders. S/he should be highly collegial and collaborative by nature, and have a demonstrated ability to engage other academic leaders to advance the institution.

The Provost should be a dynamic, visionary leader who rivets the attention of the Notre Dame community and embodies the University’s ethos. At the same time, s/he must also be a skilled
manager of a complex academic enterprise, who is a masterful organizer of people, processes, and teams. S/he must balance inspiring leadership with direct oversight and effective delegation. Given the breadth and complexity of her/his portfolio, the Provost must build organizational capacity and empower others.

Given its collegial culture and the advantages of its centralized leadership and budget model, Notre Dame asks that the leaders of its academic units be dedicated University citizens and not simply advocates for their own units. The Provost must ensure that this culture continues, in part through the selection of deans and other academic leaders who are committed to leading in this collaborative model, guiding their units in concert with the University’s strategic goals.

Candidates should evidence experience of translating vision into an operational path, and have demonstrated experience in facilitating and creating accountability. The Provost must be an astute, skilled and genuine bridge-builder, and must truly relish opportunities to collaborate with colleagues.

**Resource Savvy**

Notre Dame is in the strongest financial position in its history. With an endowment in the Top 7 nationally, fully-funded buildings, and no deferred maintenance challenges, Notre Dame’s resource landscape has never been more favorable. With great resources comes great responsibility -- the Provost should be a creative, discerning, strong steward of resources. S/he should have a clear sense of the art and genius to knowing where best to invest resources to advance the institution while also making the tough decision to decline initiatives that do not.

The capacity to assess and respond to changing conditions will be crucial. It will be important that the Provost has a sophisticated sense of academic budgeting and a demonstrated ability to align resources with strategic goals. Providing generous financial aid will be a continuing priority of the University. Candidates should understand the complexities of financial aid, educational access and the recruitment of students to the University. Candidates should have a deep understanding of the financial challenges facing American higher education.

**Unifying Presence**

The Provost should be a servant leader. S/he should be an active and engaged listener, who seeks to understand the points of view of all the different stakeholders who wish to shape Notre Dame’s future. The Provost should articulate the University’s mission in an expansive way that engages the whole community, regardless of faith affiliation. S/he should find a home for all within it, including persons of all faiths and no faith. S/he should understand the pluralism within Catholic identity and with sincerity listen and communicate respect for diverse views.
The Provost should be a person drawn by the sense of possibility for a university to pursue excellence on multiple fronts concurrently. For instance, the University has a strong commitment to both undergraduate and graduate education, and it maintains unassailable strength in teaching while at the same time supporting the highest level of research and scholarship.

**Academic Excellence**

The Provost must be an exemplar of academic excellence. To ensure that Notre Dame can ultimately be as distinguished a university as any, her/his experience should demonstrate a clear understanding of the critical levers necessary to ensure the continued elevation of excellence in scholarship and teaching. The Provost must have an ability to judge and promote the highest level of scholarly and teaching excellence at the undergraduate, graduate and professional levels. S/he should understand what faculty need in order to thrive in a large, complex research enterprise. The Provost must understand how to recruit and nurture the next generation of leaders. It will be crucial that s/he has exhibited great strength in recognizing, recruiting, retaining and supporting faculty.

**Research Excellence Derived from Mission**

The Provost must be fully committed to a continued scale increase in research at Notre Dame, and to maintaining a sustained funded research growth rate above the University’s institutional peers. Candidates should have a clear understanding of the differing infrastructure needs of research across all colleges and schools at Notre Dame. The Provost must view a continuation of the significant growth in research as an exciting and vital opportunity, and be genuinely energized to leverage Notre Dame’s mission as an advantage in aligning research themes to ensure the greatest impact.

**Multilingual**

The Provost works closely with academic leaders across the variety of colleges and schools at Notre Dame and must be fluent in the languages of disparate fields. The Provost should value all disciplines. S/he should have a demonstrated and thorough understanding, in particular, of how research infrastructure needs differ greatly among them. It will be crucial that the Provost have wide-ranging intellectual curiosity and an ability to understand and advance a wide range of disciplines. S/he should also have a demonstrated commitment to both undergraduate and graduate education, and familiarity with issues and concerns of both.
Multi-Disciplinary Commitment
The Provost must promote ever-increasing collaborative work. Notre Dame is an institution that benefits from an inherently high level of community and collegiality. The Provost and other academic leaders at Notre Dame work very closely together, and the University’s financial model promotes genuine collaboration amongst deans. The Provost should explore means by which excellence in interdisciplinary teaching and research are valued in the tenure and promotion process. Her/his experience should evidence the strongest commitment to furthering a broad, multidisciplinary academic environment.

Compelling Commitment to DEI
Notre Dame has made tremendous strides, and continues to make more progress on DEI than ever before in the University’s history. Furthering the sense of alignment on priorities, the will and momentum exist to maintain its centrality at every level of the University, from individual units to the University’s leadership and Trustees. Throughout the University, there is a strong sense of DEI’s intrinsic connection to its Catholic mission, and to taking community solidarity seriously. Candidates should have a track-record of substantive engagement with DEI initiatives, and a fundamental commitment to its furthering at every level of the University.

Fundraising Fervor
The Provost should enthusiastically and energetically devote significant time and energy to development work. S/he should relish the opportunity to tell the Notre Dame story to a wide array of constituents. Development work is an essential part of the Provost’s role. S/he is called on to participate in events on evenings, weekends and during the summer. A successful Provost will devote and derive energy to and from interacting with donors. S/he should truly enjoy building and deepening meaningful relationships with alumni and friends of the University.

Blending Tradition and Innovation
The University is not static – it must change and grow in order to achieve its aspirations. The Provost should understand how to harmoniously blend tradition and innovation to shepherd Notre Dame’s advancement. The Provost must drive change in ways that are consistent with Notre Dame’s fundamentally distinct identity. S/he should be a change agent within that context, and be a leader
who believes that ND can be both different and successful precisely because of a mission that sets it apart from the other Top 20 institutions.

**Humble, Just and Energetic Temperament**

The Provost should demonstrate the highest degree of personal integrity, wisdom, self-awareness and humility. The Provost should have a tireless and disciplined energy. The Provost should be a team-oriented leader, who leads daily with kindness, hope, grace, and gratitude. S/he should be a person whose nature is to serve, and whose instinct is to give credit to others. S/he should be a judicious communicator, who understands the weight of words. S/he should have the ability to listen, while accepting that consensus is not always possible. The Provost must maintain an even keel and must have the capacity to make tough decisions with compassion and as much transparency as possible.

---

**SEARCH INFORMATION**

For further information on the University of Notre Dame, please visit the website at:

http://www.nd.edu/

For information on the search, please contact Notre Dame’s search consultant:

Lisa Prigohzy-Milius, Presidio Executive Search

nd-provost@presidiosearch.com