



# WPI

POSITION SPECIFICATION

— Search for the 17<sup>th</sup> President —

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# Overview

## ○ — Search for the 17<sup>th</sup> President — ○



## Overview

Worcester Polytechnic Institute seeks a bold, innovative, and values-driven leader with vision, global perspective, and a student-centered sensibility to continue its mission to transform lives, turn knowledge into action to confront global challenges, and revolutionize STEM through distinctive and inclusive education, projects, and research. The 17<sup>th</sup> president of WPI will recognize the essential nature of preparing and supporting future scientists, engineers, and business leaders in their journeys to become the empathetic, collaborative, and resourceful STEM professionals the world needs now.

One of the nation's first technological universities, WPI is an innovator in higher education and a leader in balancing teaching and research. Today, colleges and universities across the world turn to WPI's Center for Project-Based Learning to learn ways to advance high-impact practices on their campuses. At all levels, WPI students create their own educational journeys. Undergraduate students report lasting professional and personal benefits of experiential, hands-on learning through project work that matters to society. For graduate students, immersion in research means they, too, contribute to changing the world, and themselves, for the better.

WPI's next president will take the helm of a globally recognized STEM institution with a \$280 million operating budget, an endowment of approximately \$600 million, a comprehensive philanthropic and research campaign on track to reach \$500 million, and a global network of 40,000 committed and connected alumni. This is an exciting time for WPI, with amazing opportunities for its next president to build upon the leadership of President Laurie A. Leshin and the inspired engagement of the entire WPI community.

Across more than 70 degree programs, WPI students are immersed in real-world situations, working alongside public and private partners and their faculty advisors to develop solutions to socially relevant problems. External partners are also significantly involved in research, which has grown exponentially. Continued investment is planned to support faculty and students who are working together on some of humanity's most significant challenges, from improving health to addressing the risks and impacts of climate change.

○ THE 17<sup>TH</sup> PRESIDENT OF WPI WILL RECOGNIZE THE ESSENTIAL NATURE OF PREPARING AND SUPPORTING FUTURE SCIENTISTS, ENGINEERS, AND BUSINESS LEADERS IN THEIR JOURNEYS TO BECOME THE EMPATHETIC, COLLABORATIVE, AND RESOURCEFUL STEM PROFESSIONALS THE WORLD NEEDS NOW.







From leadership in project-based learning to its growing purpose-driven research enterprise, WPI is a community of students, faculty, staff, and alumni making an impact in higher education and beyond.

At every juncture of the student experience are WPI's faculty—highly active and engaged teachers, leaders, mentors, researchers, and scholars committed to the whole student. Staff are equally dedicated to the WPI mission and the focus on its inspiring students and supporting them on their chosen academic and co-curricular journeys.

With diversity, equity, and inclusion as a priority—and a plan to heighten a sense of belonging for all community members—WPI is committed to making systemic changes with lasting impact. These efforts are recognized nationally. In 2020 and 2021, WPI received the Higher Education Excellence in Diversity (HEED) Award, which honors U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.

WPI recently completed a successful 10-year review of its accreditation by the New England Commission of Higher Education (NECHE). The university was commended for its strength in planning and evaluation and its focus on student success, well-being, and outcomes; purpose-driven education and research; and examining and strengthening its culture.



The continued positive trajectory of WPI requires an understanding of the increasingly challenging and dynamic environment of higher education. At WPI, these opportunities include ...

- Collaboratively leading the community to set a future course that builds upon, strengthens, and grows the unique features of WPI's purpose-driven education, projects, and research
- Fostering diversity, equity, inclusion, and a sense of belonging as part of a vibrant and caring community that prioritizes mental health and well-being of students, faculty, and staff
- Improving access and affordability for students and their families
- Cultivating and growing philanthropic support, new revenue sources, and strategic partnerships, and being purposeful in aligning resources with university goals and priorities

○ THE CONTINUED POSITIVE TRAJECTORY OF WPI REQUIRES AN UNDERSTANDING OF THE INCREASINGLY CHALLENGING AND DYNAMIC ENVIRONMENT OF HIGHER EDUCATION.







WPI's 17<sup>th</sup> president will have an engaging, courageous, and collaborative leadership style and strategic, financial, and operational strengths; bring emotional intelligence and caring to their work; and have the personal energy, relationship-building skills, and determination along with confidence, judgment, and humility to seek and respect feedback and the expertise of others as the community aspires to new levels of excellence. A doctoral or terminal degree is desired, although there is openness to candidates with different credentials that would in other ways garner the respect of the campus and broader communities.

—○ TO SUBMIT A NOMINATION OR EXPRESS PERSONAL INTEREST IN THIS POSITION, PLEASE SEE THE PROCEDURE FOR CANDIDACY SECTION AT THE END OF THIS DOCUMENT.



The background of the slide features a large, circular stone seal of the Worcester Polytechnic Institute. The seal is carved into a stone wall and contains a shield with various symbols, surrounded by the text "WORCESTER POLYTECHNIC INSTITUTE" and the Roman numeral "MDCCCLXVIII".

# WPI Mission, Values, and History

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## WPI Mission, Values, and History

### MISSION

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

### VALUES

Respect – Community – Inclusion – Innovation – Achievement

WPI has been revolutionizing the way leaders across industries have been educated since its founding in 1865 at the height of the American Industrial Revolution. Its unique approach—combining theory and practice—prepared the professionals who would make the discoveries, invent the technologies, and found the companies needed to drive the development of a young nation.

A century later, WPI reimagined that model and—while staying true to its founding vision—pioneered an approach to undergraduate education grounded in project-based learning that infused the arts, humanities, and the social sciences within a science and engineering curriculum.

Today this premier STEM university remains rooted in theory and practice; it is the global leader in project-based learning for higher education and is renowned for excelling in cutting-edge research and highly

impactful teaching and learning at both the undergraduate and graduate levels. From first year to doctoral programs, WPI students join with faculty and collaborators locally and globally to solve great problems.

Now, amid the fourth industrial revolution, WPI continues to uniquely prepare leaders to apply what they learn to work that matters and that improves the quality of life of people around the world.

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

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







# WPI At-a-Glance

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## WPI At-a-Glance

### OUR STUDENTS Undergraduate and Graduate

**5,224**

undergraduate students

**2,006**

graduate students

**59%**

top 10% of high school graduating class

**100%**

of graduate students receive 1:1 support from dedicated student success managers

**94%**

first year retention rate

**65**

graduate professional development programs for graduate students each year

### DEGREES AWARDED

**1,015**

bachelor's degrees

**742**

master's degrees

**62**

doctoral degrees

### THE WPI PLAN The university's hallmark undergraduate curriculum

**100%**

of undergraduates complete the equivalent of a minor in Humanities & Arts

**100%**

of undergraduate students are eligible for a Global Scholarship to complete life-changing project work

**0%**

failing grades (grades are A, B, C, or NR for No Record, encouraging students to branch out and try new things)

**7**

weeks per term with three courses per term to create space for cooperative, open-ended project work

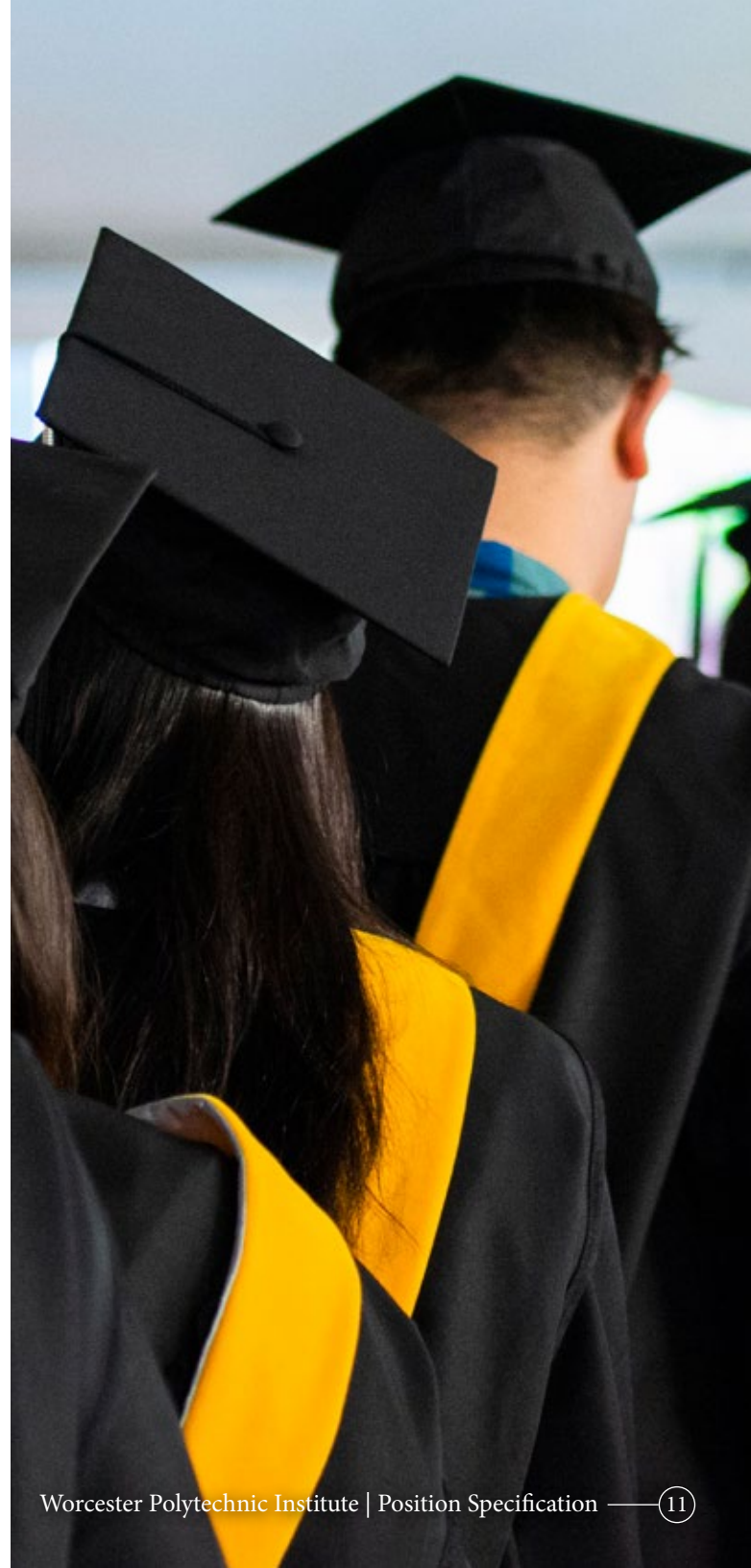
### THE RESEARCH ENVIRONMENT Record-setting Growth

**\$42.4M**

Government, corporate, and private funding

**\$36.7M**

Research expenditures







# Lead With Purpose: WPI 2021–2026

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## Lead With Purpose: WPI 2021–2026

*The development of the current strategic plan, Lead With Purpose: WPI 2021–2026, began before the COVID pandemic, continued through the early days of 2020, and has adapted to a changed landscape of higher education.*

In its more than 150-year history, WPI has responded to opportunities and challenges thoughtfully and with a strong grounding in our founding principles of theory and practice. With the pandemic and other factors dramatically shifting the landscape of higher education, WPI again faces opportunities and challenges. More than ever, STEM professionals need to be prepared with broader intellectual foundations and more diverse perspectives for their work to benefit people, society, and the planet. This critical moment requires the distinctive, interdisciplinary, project-based approach to problem solving for which WPI is known.

Building upon the success of *Elevate Impact*, WPI's prior strategic plan, and while acknowledging key global trends, *Lead With Purpose* focuses on ...

- Directly addressing issues of student well-being, access, and affordability—committing to building a thriving community of diverse learners and doers
- Revolutionizing what it means to be a successful STEM professional, enhancing the project-based, interdisciplinary approach to their development, and building a strong infrastructure to support their success
- Looking inward to create a culture of inclusion, belonging, well-being, and respect that draws diverse minds and provides the support necessary for all to thrive

[Read the plan here](#)

○ THIS CRITICAL MOMENT REQUIRES THE DISTINCTIVE, INTERDISCIPLINARY, PROJECT-BASED APPROACH TO PROBLEM SOLVING FOR WHICH WPI IS KNOWN.



**Student Well-Being, Access,  
and Affordability**



**Purpose-Driven  
Education and Research**



**Our Inclusive  
Community**



# Project-Based Learning

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## Project-Based Learning

Projects are at the heart of a WPI education, and its signature approach to projects, known as the WPI Plan, revolutionized a STEM-based education when it was introduced in 1970. With project work, students must consider the big picture, think like entrepreneurs, and collaborate as they seek sustainable solutions alongside partners in communities around the globe.

Much more than a curriculum requisite, projects define how WPI does everything—and the university has more than five decades of evidence-backed results that prove its efficacy. Learning doesn't stop when students leave the classroom or the lab—it continues in every interaction they pursue. As they gain hands-on experience, students learn *how* to learn. They build their confidence and competence each time they apply theoretical concepts to actual problems and arrive at solutions that have a positive impact on society, and on their own professional and personal growth. Top-tier employers continually seek out WPI students because they know they'll be prepared to be productive from day one.

○ 50+ PROJECT CENTERS ON SIX CONTINENTS

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## ○ GREAT PROBLEMS SEMINAR



## ○ HUMANITIES & ARTS REQUIREMENT



## ○ INTERACTIVE QUALIFYING PROJECT



## ○ MAJOR QUALIFYING PROJECT



Opportunities for global and industry project work amplify everything students learn at WPI—whether they are undergraduate or graduate, on campus or online.

Specifically, the WPI Plan shapes these undergraduate signature projects.

- **Great Problems Seminar**, an optional first-year multidisciplinary introduction to university-level research on a theme of global importance

*These three projects are graduation requirements.*

- **Humanities & Arts Requirement**, the equivalent of a minor in humanities that encourages students to find their inner artist, musician, or philosopher (on campus or at locations abroad)
- **Interactive Qualifying Project**, an immersive experience where interdisciplinary student teams work together—on campus or at an off-campus project center—to solve problems that matter to people and their communities
- **Major Qualifying Project**, a discipline-specific opportunity to gain authentic design or research experience within their major field, developing skills that employers and graduate schools value





Although the WPI Plan guides the undergraduate curriculum, students in advanced degree programs also find that project work deepens their experience. Graduate students have also opportunities to work in team-based Graduate Qualifying Projects (GQPs) where they collaborate to solve problems facing industry partners and implement solutions they need.

### Immersive Project Work

WPI's global network of project centers gives students sought-after experiential project work and lets them see the high-impact results of their work almost immediately. Whether they research climate resilience in New Zealand, advance the recycling of e-waste in Albania, create an interactive virtual hiking trail app in Bar Harbor, Maine, or work on water management in Paxton, Massachusetts, students use all their skills—and learn new ones—to form effective working team dynamics and arrive at solutions that solve problems facing communities.

### Center for Project-Based Learning

WPI's project-centered model proved to be so successful and in demand that the university launched the Center for project-based learning (CPBL) in January 2016. The CPBL provides support to faculty and administrators from around the world who are aiming to advance Project-Based Learning on their campuses. At the same time, WPI faculty and staff turn to the CPBL to keep advancing this proven pedagogy for WPI students.



A group of diverse students and a faculty member are gathered around several laptops in a classroom or computer lab. They are all looking at the screens, which display various web applications and data. The students are dressed in casual attire, including hoodies and a bandana. The faculty member, a Black man, is leaning over one of the laptops, pointing at the screen. The overall atmosphere is collaborative and focused.

# Academics

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## Academics

WPI is known for what it does best—delivering an education that is project-based, globally engaged, and built on its founding approach of theory and practice. WPI doesn't work the way other universities work, and that makes all the difference. Students graduate fully prepared to step into challenging roles, because they have powerful knowledge, and they know how to apply it. They leave WPI ready to make changes in the world that have a positive impact.

The best ideas come from many people working together; WPI fosters collaboration across disciplines, integrating knowledge and methods, synthesizing approaches, and moving beyond discipline-specific approaches. Across 18 academic departments in four schools—School of Engineering, School of Arts & Sciences, The Business School, and The Global School—the potential to build on ideas is everywhere. Whether they are working closely with faculty to advance research, using the versatile learning and research spaces in the recently opened Unity Hall, or experimenting in the makerspaces, rapid prototyping labs, and active learning classrooms of the Innovation Studio, faculty and students collaborate, create, and discover together.



### **BERNARD M. GORDON PRIZE FOR INNOVATION IN ENGINEERING AND TECHNOLOGY EDUCATION 2016**

For a project-based engineering curriculum developing leadership, innovative problem solving, interdisciplinary collaboration, and global competencies.

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○ STUDENTS GRADUATE FULLY PREPARED TO STEP INTO CHALLENGING ROLES, BECAUSE THEY HAVE POWERFUL KNOWLEDGE, AND THEY KNOW HOW TO APPLY IT.





## SCHOOL of ENGINEERING

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



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The School of Arts & Sciences weaves together the scientific, technological, artistic, and humanistic innovation that is found in all corners of WPI. This is a place where music, art, and design thinking allow scientists and engineers to have long-lasting impact. WPI has a STEM focus, a project-based approach, and a dedicated commitment to promote discovery and communication, advance knowledge, and improve the human condition. This focus drives students to seek out other perspectives to make their own work even more effective and valuable.





The Business School bridges business and technology to develop globally responsible leaders who shape the world. In the classroom, lab, or while collaborating on interdisciplinary projects, students continually assess how their work impacts the larger society and, in doing so, they use the powerful combination of business and STEM to derive impressive, stakeholder-driven outcomes. Whether students plan to start a business, expand on a patent-worthy idea, move into the C-suite, or pursue another goal, the university's business programs work at the cross-section of business, innovation, STEM, and society to provide a distinctive and transformative skill set that those future leaders need.





Communities around the globe face increasingly complex challenges; faculty and students work through and with The Global School to co-create effective solutions to build a safer, sustainable, and more habitable world. Within the distinctive Global Projects Program, all students work to address social, technological, ecological, and economic challenges through interdisciplinary, purpose-driven research. Project work at sites around the globe bestows a perspective that many students describe as life-changing. The approach also strengthens the university's many partnerships with communities large and small.



Thessaloniki, Greece Project Center



Ghana, Africa Project Center





# Research

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## Research

WPI takes an unconventional approach to solving global problems and pursues discovery and innovation with purpose and impact. Researchers don't believe in silos because they know the slightest shift in perspective can turn a good idea into a game-changing innovation. With experts who have a passion for hands-on teaching and research, WPI makes space for forward-thinking, unexpected solutions.

Research funding at WPI has experienced exponential growth with continued investments in equipment and facilities ranging from an integrated photonics lab to a full surgical robotics suite that includes an MRI. Aligned with the university's goals, these investments advance valuable and productive partnerships with industries and organizations. WPI is also host to a diverse portfolio of research institutes and centers, which service critical points of convergence for WPI faculty and students.

### 2021 HIGHLIGHTS

**\$42.4M**

awards

**\$36.7M**

expenditures

**499**

proposals submitted

*Among the discovery and innovation with purpose underway at WPI ...*

### Self-healing Concrete

Concrete is the most used substance in the world behind water, but producing it releases carbon dioxide into the air. Researchers at WPI are working on a compound alternative called Enzymatic Construction Material (ECM), a "living material" that uses biological enzymes and not only heals itself when damaged but also absorbs carbon dioxide from the air. Leading this interdisciplinary research are Associate Professor Nima Rahbar (civil, environmental & architectural engineering) and Richard Whitcomb Professor Suzanne Scarlata (chemistry and biochemistry).





## Revolutionizing STEM Education

WPI researchers in learning sciences are pioneering educational technologies that have the power to revolutionize the nation's education system. From the work led by William Smith Dean's Professor Neil Heffernan (computer science), students and their teachers are using ASSISTments, a free online tool for instant student feedback and actionable instruction data in math—funded most recently with an \$8 million grant from the U.S. Department of Education. Similarly, the work of Assistant Professor Erin Ottmar (social sciences and policy studies) has been supported by more than \$6 million in funding and focuses on mathematics cognition, teaching, and learning. She has designed, co-developed, and researched a digital interactive mathematics notation tool called Graspable Math.

## Advancing Healthcare

Researchers at WPI are using robotics, biomedical engineering, chemistry and biochemistry, and mathematics to improve healthcare. Their work, supported with more than \$13 million in grants from the National Institutes of Health, includes that of Professor Greg Fischer (robotics) to develop a robotic system that can operate within an MRI scanner to destroy brain tumors, Professor Karen Troy (biomedical engineering) to determine the role that

muscle and bone strength play in stress fractures in the feet of female runners, Professor Anita Mattson (chemistry and biochemistry) to develop a new class of catalysts to synthesize compounds to treat drug-resistant cancers, and Associate Professor Sam Walcott (mathematics) to use computational methods to predict the energy needed for muscle movement.

## Fueling Clean Energy Technologies

WPI research at the cutting edge of environmental science and engineering is resulting in new clean energy technologies. A team led by Associate Professor Michael Timko (chemical engineering) has developed ways to convert under-utilized energy resources into fuels and chemicals, easing the reliance on fossil fuels. With more than \$3 million in funding from agencies such as the Department of Energy and the National Science Foundation, the team has created a process to turn bamboo, food, and yard waste into environmentally friendly biofuels, cutting the amount of municipal waste going into landfills, and reducing water pollution and unhealthy emissions from petroleum products and landfills.

## Innovation and Ideas to Impact

WPI works with researchers to move their discoveries from the lab to market. For example, Ascend Elements, co-founded by William Smith Foundation Dean's Professor Yan Wang (mechanical engineering), pictured below, leverages WPI technology to revolutionize the lithium ion battery recycling and manufacturing industries. WPI innovators receive training, the opportunity to obtain early investments of up to \$50,000 from the WPI Accelerator Fund, and support to protect intellectual property, including patenting and licensing.

## 2021 HIGHLIGHTS

42

invention disclosures

13

licensing agreements







# Students

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## Students

It's often been said that there's no one WPI experience, and there's also no one WPI student. All 7,200+ of them are given the support, knowledge, and in-depth learning experiences necessary to create their own academic and co-curricular paths and follow their passions. Whether completing an IQP at one of WPI's project centers around the world, contributing to groundbreaking graduate research with a faculty advisor, writing/performing in a musical or theatre performance, or joining or starting a club, they're encouraged to find the answer to their "what if..." questions whichever way makes sense to them.

Students who call WPI home take STEM and humanize it, glean inspiration from the world around them and infusing themselves and their passions in their work in ways that only they can. Wherever they choose to focus their talents, their impact will be felt long after their time at WPI has concluded.

### ○ A Paw-Fect Match

WPI students find inspiration everywhere—including the animal shelter. Just take Jordan Rosenfeld '21, who is currently working toward a master's degree in biomedical engineering and using what he's learned to build a prosthetic leg for his adopted dog, Cleo. "She made me realize I wanted to use my education to help animals—and humans—through prosthetics engineering. It's the perfect way to use my engineering skills to help those who need a second chance at life, whether it be an animal or a human."







# Faculty

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## Faculty

Fulbright scholars, CAREER Award recipients, competitive research grant winners, professional society fellows, groundbreaking inventors—they're all faculty members who call WPI home. Like the students they teach, WPI's 500 full- and part-time faculty don't just *believe* in making the world a better place through science and technology—they are making it happen.

At WPI, working collaboratively for broader positive impact in research, teaching, and learning is the norm. Here you might find a physicist working with a biologist on common biophysical problems or a humanities professor connecting with an engineering professor and student affairs professionals to develop more supportive spaces for LGBTQ+ students. Every year the university awards Teaching Innovation Grants. In 2022, many faculty worked with staff members on winning proposals that focus on enhancing student mental health and well-being, inclusion, and first-year learning experiences.

Faculty also play a pivotal role in advising students. Some act as on-campus advisors, helping students navigate the course selection process and determine the best academic path for them; others serve as project center advisors, traveling with students in the U.S. and abroad, from Bar Harbor, Maine, to Panama to Australia.

— LIKE THE STUDENTS THEY TEACH, WPI'S 500 FULL- AND PART-TIME FACULTY DON'T JUST BELIEVE IN MAKING THE WORLD A BETTER PLACE THROUGH SCIENCE AND TECHNOLOGY—THEY ARE MAKING IT HAPPEN.

### OUR FACULTY

**14:1**

students-to-faculty ratio

**30**

current faculty members who have received NSF CAREER awards

**#1**

best in combining research and teaching  
*The Wall Street Journal/Times Higher Education 2016*

### 2021 Delphi Award Winner

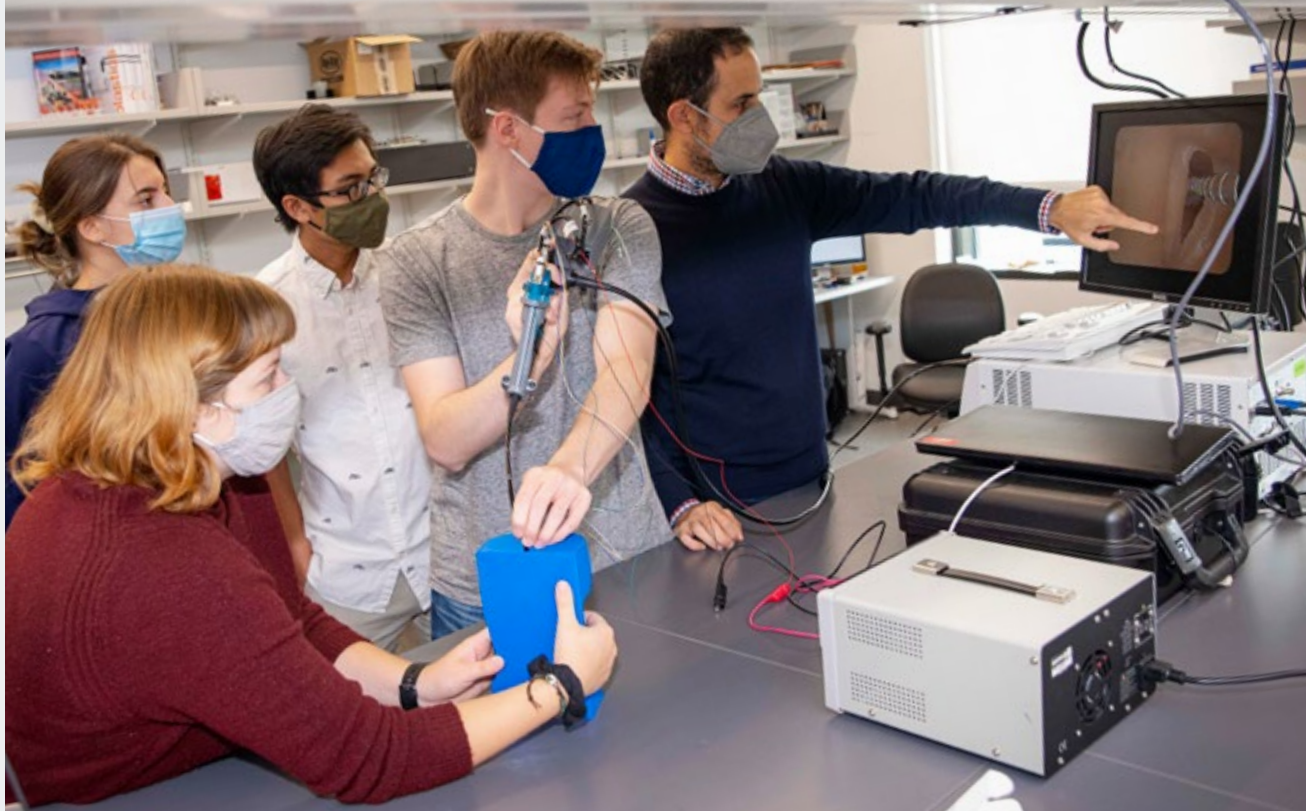
Recognizing work to improve the professional lives and experiences of non-tenure-track faculty that culminated in a new tenure track exclusively for teaching faculty, secure contracts for the remaining non-tenure-track faculty, and full inclusion in faculty governance for all secured non-tenure-track faculty.





## Unique Robots Leading to Less Invasive Surgeries

Assistant Professor Loris Fichera (robotics engineering) has developed a robotic laser probe for endoscopic larynx surgeries that aims to reduce recovery time for patients and cut healthcare spending by shifting procedures from hospitals to doctors' offices. He and a group of undergraduate students have utilized computer simulations of human larynxes in the probe development process being funded under a \$438,939 two-year National Institutes of Health grant.



## Far-Reaching Impact Close to Home

Associate Professor of Teaching Elisabeth Stoddard (integrative and global studies) regularly uses her interest and passion for nature, society, and justice—particularly in the context of climate change—to guide students in project work while creating inclusive spaces and practices for learning. As the director of the Farm Stay Project Center in nearby Paxton, Massachusetts, she's helped bring to life a center where students not only make impact in their own backyard but connect with and enhance their learning through nature.





## Staff

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## Staff

Like the energetic, smart, and problem-solving students who attend WPI, exceptional individuals are drawn to staff WPI's services and operations based on the university's mission and culture. Proud of the groundbreaking discoveries made at WPI and of the students who are changing the world, staff members appreciate being part of an exciting and collaborative environment where the work makes a real difference to the global society.

The university values the knowledge and dedication of WPI staff (many of whom have been here for decades) and remains focused on their recruitment, engagement, retention, and ongoing development. Nurturing and sustaining the kind of climate and culture that helps further those goals takes an agile and dynamic approach—and one that addresses the whole person. There are personal health and wellness classes, events that celebrate diversity and culture, professional development for life-long learning, resource groups, and ways to build a work-life balance that fosters a healthy and positive attitude.

Staff members are integral to the university's commitment to strengthen the community through diversity, equity, and inclusion efforts. Their collaborative work contributed to the formation of a formal bias response program, student support training, completion of an intensive three-year initiative to help the university set standards and expectations for a campus environment that is accepting and welcoming to all, and a comprehensive plan for divisions and departments to assess and implement changes that will reinforce an inclusive campus culture.

At WPI, staff members make the student experience a priority. From admitting them at the beginning, to offering expert guidance around course registration, to helping them adjust to college life, to educating them on financial literacy and career planning, to maintaining our beautiful campus, or to giving them a friendly “you’ve got this” during finals, WPI’s staff members provide an essential supportive structure to the university community.

○ EXCEPTIONAL INDIVIDUALS ARE DRAWN TO STAFF WPI'S SERVICES AND OPERATIONS BASED ON THE UNIVERSITY'S MISSION AND CULTURE

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The background image shows a campus scene with a brick building, trees, and a fountain. Three students are sitting on a stone ledge in front of the building. A woman on the left wears a red cardigan over a patterned dress. A man in the middle wears a white button-down shirt and grey pants. A woman on the right wears a red dress and a white cardigan. A fountain with a tall, thin water jet is in the foreground on the left.

# Student Life

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## Student Life

One of the things that makes WPI stand out from the crowd is its students. While there is a rigorous academic curriculum at WPI, experiences outside the classroom play an equally important role in helping students learn, grow, and succeed.

WPI's curious and engaged student body is as fluent in complex research methods as it is in making memories after classes are finished for the day. More than 235 student clubs and organizations—from a model train club or an underwater hockey team to student chapters of professional organizations or community service opportunities—give room for students to find not only their niche, but their people, too.

The WPI community isn't just close-knit and inclusive, it's also ready to help academically, emotionally, physically, and culturally. Students have access to a wealth of resources and support systems ranging from academic advising and career support to health, counseling, and well-being services, all with the common goal of making each student's experience exactly what they need.

## WPI TRADITIONS

WPI's Student Alumni Society encourages participation in the long-standing and rich history of WPI traditions, including these two:

### FOUNDERS DAY

Each November, pet a goat, get a T-shirt, and enjoy some cake

### GOMPEI'S BIRTHDAY

Each February, celebrate WPI's beloved goat mascot

## STUDENT OFFERINGS

20

fraternity and  
sorority chapters

235+

student clubs  
and organizations

50

professional, career development,  
and honor societies





## WPI Unveils Plans for Center for Well-Being

As an integral part of the university's efforts to support campus mental health and well-being, WPI's Center for Well-Being is under construction and planned for a fall 2022 opening. With an inaugural director in place, the center is already working to apply evidence-based practices to promote well-being for students and the broader WPI campus community, recognizing the importance of faculty and staff in creating, maintaining, and modeling a healthier environment for all.



## WPI's Got What?

For many students, the chance to explore their passions both in and out of the classroom is what draws them to WPI. Here it's quite typical for chemists or roboticists to moonlight as musicians or for business students or engineers to dig deep into philosophy and religion. It's all possible. From minors to an extensive array of organizations ranging from the Cheese Club and the Society of Magicians to the Equestrian Team and Greenhouse & Horticulture Club, they're sure to craft a college experience that's just as unique as WPI's beloved mascot, Gompei (one of only two college goat mascots in the country).







# Physical Education, Recreation & Athletics

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## Physical Education, Recreation & Athletics

### Striving for Excellence in Competition, in the Classroom, and in the Community

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



#### Donating Hope

Four years ago, the WPI football team joined forces with teams across the country in Get in the Game: Save a Life, a recruitment program organized by Be the Match and the Andy Talley Bone Marrow Foundation. The team's third bone marrow donation drive was held on campus in early April and has proven to be a life-changing opportunity for the team of community-focused athletes. This past fall, the potential to save another life was realized when Frank Almeida '24 was identified as a match for a patient fighting leukemia.

#### QUICK FACTS

**20**

Division III  
varsity sports

**650+**

varsity  
athletes

**3.2+**

GPA by all  
varsity teams

**3,000+**

participants in club  
sports and intramurals

**120+**

physical education  
and wellness classes



# Alumni

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GIFT OF  
THE CLASS OF  
2000

## SPECIAL THANKS TO

KYLE BURGWAY MCHRA	MELISSA LIPPIN	EDUCATION ORGANIZATIONS
ANDREW D. DEBIO MCHRA	CARA C. JORDAN	ALUMNI ASSOCIATION
ELIZABETH R. MCHRA	ANDREW P. BOWEN	ALPHA CHI RHO
JENNIFER A. MCHRA	OLIVIA J. BOWEN	ALPHA GAMMA DELTA
JOHN D. MCHRA	THOMAS W. BOWEN	ALPHA XI DELTA
DAVID R. MCHRA	THOMAS D. BOWEN	LAMBDA CHI ALPHA
KRISTEN VAN DER BEEK	THOMAS J. BOWEN	WOMEN'S GUILD
MICHAEL B. CHERRY	MICHAEL J. BOWEN	WOMEN'S GUILD
ERIN CHERRY	OLIVIA J. BOWEN	WOMEN'S GUILD
DAVID A. CHERRY	THOMAS W. BOWEN	WOMEN'S GUILD
ANDREW V. CHERRY	THOMAS D. BOWEN	WOMEN'S GUILD

Worcester Polytechnic Institute | Position Specification



## Alumni

The WPI alumni community is active and thriving, boasting a world-wide network of more than 40,000 alumni who live in more than 100 countries and work in diverse fields and professions. This illustrious group of innovative problem solvers is always breaking new ground, seeking better solutions, and creating positive change in the world.

The WPI Alumni Association and its affinity groups, such as GOLD (Graduates of the Last Decade), Alumni of Color Association, The Women of WPI, and Tech Old Timers provide opportunities to connect with the past, present, and future of the university. In collaboration with the Office of Lifetime Engagement, the Alumni Association and affinities seek to encourage alumni engagement in the life of WPI through contributions of time, talent, and treasure.

### WOMEN'S IMPACT NETWORK

**69**

projects  
funded

**16**

K-12 pipeline  
projects funded

**32**

diversity and inclusion  
projects funded

**\$1.1M**

awarded

### Empowering Women to Make a Difference

WPI alumnae and women associated with WPI know the value of the hands-on, project-based education delivered at WPI. The Women's Impact Network (WIN) empowers women to come together as a collective, significant force to lead and learn and support WPI's impact around the globe.







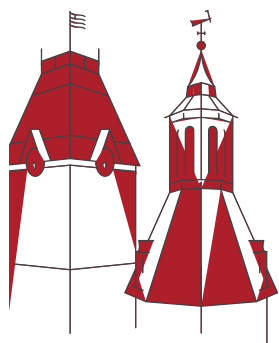
# Goats Give Back

## Fundraising

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## Fundraising



### BEYOND THESE TOWERS

THE CAMPAIGN FOR  
WORCESTER POLYTECHNIC  
INSTITUTE

Now, more than ever, the world needs WPI's innovators, educators, makers, and doers—people with the knowhow and the tenacity to work across disciplinary, cultural, and geographic boundaries to take on the world's greatest and most consequential problems. Realizing the vision of a truly engaged university will take an unprecedented commitment from the greater WPI community, these goals are beyond any set before.

#### FUNDRAISING GOAL: \$500 MILLION

**\$350M**

in philanthropy

**\$150M**

in sponsored research

**More than \$354 million had been raised at the time of the public campaign launch in October 2021.**

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These aspirations are high—and with them, WPI reaffirms its dedication to a STEM education that works, a distinctive, hands-on project-based approach, with a global focus, built upon a tried-and-true foundation of theory and practice. The university is also redoubling its commitment to creating positive impact in the world through faculty research and by preparing students to make meaningful contributions to society.

#### Philanthropy Supports New, Unifying Academic and Services Building

A new 100,000-square-foot academic and student services building, known as Unity Hall, was made possible with the support of more than \$19 million in philanthropic support from 419 donors. The building aggregates research disciplines central to the fourth industrial revolution, brings together a host of student academic services, and provides a convenient, accessible link between the upper and lower campuses. More than 385 donors committed funds to honor the legacy of John van Alstyne ("Van A"), beloved teacher and former dean of academic advising, by naming a space in remembrance of him in the new Integrated Student Academic Services Center.





An aerial photograph of Worcester, Massachusetts, showing a dense urban area with numerous buildings, green spaces, and a river in the foreground. The Worcester Polytechnic Institute (WPI) campus is visible, featuring several large buildings and a sports field. The text "Campus and WPI's Home City of Worcester" is overlaid in the center of the image.

# Campus and WPI's Home City of Worcester

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## Campus and WPI's Home City of Worcester

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

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



### CAMPUS AND WPI'S HOME CITY OF WORCESTER

**38,000**

college students in the Worcester area across 9 campuses

**95**

acre campus

**#5**

best-run colleges  
*The Princeton Review 2019*

### A Focus on Giving

Since 1994, members of WPI's Lambda Chi Alpha chapter have spent the Saturday before Thanksgiving collecting food for Friendly House, a family assistance agency in Worcester. Over the past 26 years, they've collected and donated nearly 2.5 million pounds of food. They kept the tradition going in 2021, despite the pandemic, collecting 300,000 pounds of non-perishable items.







# Opportunities and Expectations for WPI's Next President

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# Opportunities and Expectations for WPI's Next President

***WPI is seeking a next president who will:***

## **Collaborate to Set a Future Course for WPI's Purpose-driven Education, Projects, and Research**

WPI provides an education distinctive in the landscape of higher education. Its innovative approach at the undergraduate level features a flexible, individualized, and rigorous curriculum including a hallmark integration of project- and research-based learning. Project work takes place globally through more than 50 project centers throughout the Americas, Africa, Asia-Pacific, and Europe. Students also work closely with faculty on important interdisciplinary and multidisciplinary research. This approach encourages students to be creative, to experiment, and to push boundaries as they pursue their personalized educational journeys, which uniquely prepares them for success after graduation. Employers appreciate that WPI graduates are ready to tackle ambiguous real-world problems and to work successfully in multifunctional teams to deliver sustainable solutions.

WPI has made great strides in graduate education in recent years. The continued growth of these programs is essential as they enable a vibrant research environment that enhances WPI's contributions to the world and learning opportunities for all students. There are robust opportunities for graduate students to participate in industry co-ops and internships, and to conduct their own breakthrough research. The next president must establish and support partnerships to build and expand centers of excellence in core research areas of sustainability, life sciences, materials, and the smart world—where the physical, digital, and biological world intersect to change how we live and work.

The challenge is to ensure the distinctiveness of a WPI education is sustainable. The landscape of higher education will remain dynamic, the education of tomorrow will present different requirements, and the needs of our students will continually evolve as will those of the world they will inherit and shape. WPI must have a clear line of sight to the changing landscape and prevailing trends across the globe that impact education and research. With that insight, the new president will ensure the continued delivery of this distinctive combination of theory and practice by collaboratively leading the community—including

students, faculty, staff, and the faculty governance system—to set a future course that builds upon, strengthens, and grows the unique features of WPI's purpose-driven education, projects, and research.

## **Foster Diversity, Equity, and Inclusion as Part of a Vibrant, Caring, and Healthy Community**

People across the community describe WPI as having a living, learning, and working culture that is supportive, compassionate, and caring, and one in which members feel valued and contribute to each other's success. In fact, it's a hallmark of the reputation of WPI graduates among employers—being highly relatable and collaborative and known for working together to get things done. The university is composed of many talented, hard-working, and innovative people committed to WPI. Relationships matter and are what fosters an interconnected “one team” spirit.

The WPI culture is not by chance. It is a product of collective efforts across leadership, faculty, staff, students, trustees, and the broader community to collaborate, communicate transparently, and engage with intention and a collective mindset to help others and make WPI and the world a better place. Although the WPI community is strong, it has been stressed by the events of the past two years, notably the pandemic and sharply increasing mental health concerns on its campus. There is heightened focus on the need to address the deep divisions in society today, both inside and outside the university. The community has a strong desire to make transformative change around issues of diversity, equity, and inclusion and has centered this commitment in its strategic plan, *Lead With Purpose*. The next president will build on WPI's success in recent years in significantly increasing access to a WPI education to more female undergraduates (with the percentage of female students in the incoming class remaining around 40% for the past five years) and making the increased representation of BIPOC students, and their success at WPI, a core and continuing commitment.

WPI's distinctive education is supported by this distinctive culture that also prioritizes support for individual mental health and well-being. Students are



driven to succeed and compelled to achieve excellence in all their endeavors; this brings with it demands and pressures that must be supported by the culture and resources. The COVID era put student mental health at the center of the leadership agenda at universities across the nation. Faculty and staff are not immune to these same pressures. Every member of the WPI community has remained steadfast on academic excellence and supportive of WPI's students—taking on more and stretching in new ways, each time rising to the challenge and expectations. The community has gone through a great deal together; the new president must recognize that and, as such, prioritize the care, support, and well-being of the students, faculty, and staff, thereby enhancing the work of the newly established Center for Well-Being.

The next president will have a deep appreciation for and understanding of the role that a supportive, diverse, and inclusive culture plays in ensuring excellence in a WPI education and providing an exceptional experience for students. The president will embrace and advance WPI as a premier STEM institution grounded in a community of caring that ensures mental health and well-being for all and fosters a more diverse, equitable, and inclusive culture. The president will bring together and inspire the community, ensuring that WPI is a place where people can do their best work and thrive.

### **Improve Access and Affordability**

STEM job opportunities are expected to grow at twice the rate of the production of new STEM graduates. A WPI education prepares its graduates to tackle ambiguous real-world problems and to work successfully in multifunctional teams—and employer demand for such “ready on day one” graduates remains high. But graduating great STEM professionals is not enough if a significant number of talented individuals cannot access what WPI has to offer. A WPI education must be more accessible to a more diverse population of students. There is a pressing need for STEM professionals, leaders, and innovators who better represent the population to co-create solutions to the world's greatest problems.

WPI is a highly effective engine of social mobility. Its graduates lift their families through their success while applying the skills they have learned to create

value for society. It empowers and supports diverse learners to continuously achieve greater impact. It must ensure that students who are historically underrepresented in STEM have access to and can leverage the transformative power of a WPI education.

Improving access to and affordability of a WPI education will be one of the next president's priorities.

### **Grow and Align Resources with Institutional Priorities**


The university's aspirations and commitment to accessibility cannot be supported by tuition alone and will require the creation of forward-looking and evolving opportunities to ensure WPI's financial strength. The president will be expected to identify, shape, mobilize, and deliver on innovative revenue-generating plans for the university.

The incoming president will serve as WPI's chief advocate and fundraiser and be expected to guide the university's \$500 million philanthropic and research campaign, *Beyond These Towers*—launched in October 2021—to a successful close. The president will invest considerable time and energy to cultivate meaningful partnerships and relationships with alumni, donors, external partners, volunteers, and community leaders toward ensuring the strong and consistent continued growth of the WPI endowment.

A transition in leadership presents a natural time to ensure a purposeful alignment and balancing of WPI's resources with its goals and priorities. It's essential to evaluate the impact of enrollment growth on student services, institutional resources, and the overall campus culture. The president will play a key role in ensuring the university's annual operating budget of \$280 million and an endowment of approximately \$600 million are appropriately allocated toward its strategic goals and priorities. This should include the optimization of current resources to function at a high level of operational excellence as well as the consideration of alternatives to focus and right-size.

The cultivation of philanthropic support, external partnerships, and sources of new revenue—and the purposeful alignment and balancing of WPI's resources with its goals and priorities—will be focus areas for WPI's next president.





# Professional Qualifications and Personal Characteristics

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## Professional Qualifications and Personal Characteristics

### In its 17<sup>th</sup> President, WPI is seeking:

- **Strong leadership skills** — Demonstrated ability to lead in an inclusive and collaborative manner, shape culture, drive with energy, and build consensus at a STEM university of WPI's quality, scale, and complexity. WPI's 17<sup>th</sup> president will bring a perspective that allows appreciation and respect of the unique nature of WPI—including project-based learning, a balance of teaching and research, and a legacy of strong faculty governance to guide the academic enterprise and envision the future of WPI—while shaping the values and culture of the institution to ensure the sustainable delivery of a distinctive education.
- **Communication and relationship-building skills** — Ability to communicate with inspiration, empathy, and authenticity; be visible to and approachable by internal and external constituencies; serve as an effective advocate and ambassador for WPI in the local community and on the national stage; and demonstrate a successful track record in fundraising.
- **Record of advancing diversity, equity, inclusion, and well-being** — A track record of fostering a diverse, equitable, inclusive community that instills a sense of belonging and culture; and prioritizing the well-being of students, faculty, and staff.
- **Management, financial, and operational strength** — Exhibits both strategic and operational capabilities; able to think big and concurrently align current resources against strategic goals; able to build, motivate, and empower highly effective teams; demonstrates financial and resource management skills.
- **Academic credentials** — A doctoral or terminal degree is desired, although there is openness to candidates with different credentials that would in other ways garner the respect of the campus and broader communities.
- **Personal characteristics** — These should include high levels of emotional intelligence, personal energy, caring, genuine respect for all people and their contributions, openness and accessibility to internal and external communities, willingness to listen, and responsiveness to feedback.







# Procedure for Candidacy

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## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Worcester Polytechnic Institute in this search. For fullest consideration, candidate materials should be received by July 18, 2022. The search will remain open until an appointment is made.

- APPLICATION MATERIALS SHOULD BE SUBMITTED USING **WITTKIEFFER'S CANDIDATE PORTAL**.

### Nominations and inquiries may be directed to

Suzanne Teer, Jessica Herrington, and Sandra Chu  
[WPIPresident@wittkieffer.com](mailto:WPIPresident@wittkieffer.com).

WPI is an Equal Opportunity Employer. All qualified candidates will receive consideration for employment without regard to race, color, age, religion, sex, sexual orientation, gender identity, national origin, veteran status, or disability. We are seeking individuals with diverse backgrounds and experiences who will contribute to a culture of creativity and collaboration, inclusion, problem solving and change making.







Worcester Polytechnic Institute