Like all great research universities, Yale has a tripartite mission: to create, preserve and disseminate knowledge. Yale aims to carry out each part of its mission at the highest level of excellence, on par with the best institutions in the world. Yale seeks to attract a diverse group of exceptionally talented men and women from across the nation and around the world and to educate them for leadership in scholarship, the professions and society.
INTRODUCTION

After 20 years of service, President Richard C. Levin has announced that he will retire in June 2013, leaving a vibrant institution and a strong platform from which the next President will lead the University to further enhance its positive impact on the common good.

Over the last two decades, Yale has strengthened its academic departments, programs and schools, undertaken a comprehensive building and renovation program, established a strong partnership with the City of New Haven, continued to diversify its student body and faculty, enhanced its global presence, acquired significant facilities for medical, science and academic research, substantially increased its endowment and reinforced its position as one of the world’s leading research universities. The next President of Yale will have a remarkable opportunity to build on the strengths of the recent past while advancing a strategic vision for Yale’s future.

CHARACTERISTICS

The Yale community has high expectations for the next President. While our perspective will continue to evolve throughout the search process, it is clear the following will be important when choosing the next President of Yale:

• Yale’s President must demonstrate, through actions and leadership, the highest ethical and moral standards.
• Yale’s President must embody an unwavering commitment to excellence in the University’s core activities and, in particular, the University’s mission to create, preserve and disseminate knowledge. He or she will be a scholar and educator with the highest intellectual standards and a demonstrated commitment to undergraduate, graduate and professional education and to research conducted at the very frontiers of knowledge. He or she will be or will become a tenured member of the Yale faculty and will have the academic accomplishments required to gain the respect of the faculty and to inspire its members to work with him or her in moving the University forward.
• Yale must maintain its strong partnership with the community in New Haven while continuing to enhance its contribution to a rapidly changing global environment. Yale’s President must have a nuanced and evolving global perspective while being able to work locally and regionally. The ability to appreciate and move fluidly between cultures and to engage effectively with institutions and individuals from all over the world is essential.
• Yale is a large, complex institution. To be successful, Yale’s President must understand how to deliver effectively the services necessary to support such an institution. By necessity this includes the need for outstanding fiscal and operational discipline and the ability to make decisions in close consultation with key constituencies. He or she must be gifted in building consensus while having the courage, when needed, to make decisions in the absence of universal support. He or she must be able to communicate
any significant decisions clearly and consistently to all constituencies. Yale’s President must also protect and enhance the financial resources of the University through fundraising initiatives and activities and through careful stewardship of the University’s endowment.

- While the President will lead Yale, he or she will need the assistance and commitment of an exceptional group of people. The President must be able to identify outstanding talent from a diverse pool of professionals and create a leadership team that has capabilities greater than the sum of its parts.

- Yale is and must continue to be a leader in educational innovation. Yale’s President must have the imagination and intellect to develop and execute an effective digital strategy for Yale and to consider the role and design of interdisciplinary education in the years ahead. Yale sees these types of innovation as opportunities to expand and enhance its ability to deliver on its mission.

- As one of the world’s finest universities, Yale has national and international stature. Yale’s President must be a forceful public advocate for the value of higher education and research, and for the contribution they make to the common good.

- Yale prides itself on its diversity, in all dimensions, and strongly believes that creating a diverse community is an essential part of educating leaders in the 21st century and beyond. Yale’s President must relish diversity and recognize the contribution it makes to the mission of the University.

- At its core, Yale is more than an academic environment; Yale is a living and learning community which includes alumni residing all over the world. Yale’s President must embrace the broad Yale community and have the personal characteristics – integrity, humility, creativity, curiosity, generosity, humor, empathy, willingness to listen and respect for diversity – to be embraced by Yale’s many constituencies.

**THE SEARCH PROCESS**

Pursuant to Yale’s special charter and legislation, the Yale Corporation has the responsibility of selecting the President. In order to ensure that the best candidates are identified, the Senior Fellow has appointed a Presidential Search Committee to conduct a thorough review of potential nominees for the Presidency and to make recommendations to the Corporation regarding the nominees. The Corporation and the Presidential Search Committee are committed to using the search process as an opportunity to receive input from and to have conversations with individuals from the wide range of constituencies that are integral to Yale’s continued role as one of the world’s leading education and research institutions. To that end, the search process has been designed to permit open and broad engagement across the Yale community, both on campus and around the world.

If you wish to submit your own application materials or to nominate someone to serve as the next President of Yale University, please send an email, in confidence, with supporting materials to presidential.search@yale.edu.
YALE UNIVERSITY

Founded in 1701, Yale has grown from a small local college into a major research university with a global reach. Its almost 12,000 students come from all 50 American states and from 118 countries. The almost 4,000-member faculty is a richly diverse group of men and women who are leaders in their respective fields. Even as it has grown, Yale has continued to value and support a focus on teaching, small residential communities, community service and opportunities for the full expression of learning in and beyond the classroom. Yale’s mission focuses on the creation, preservation and dissemination of knowledge to educate talented men and women for leadership in scholarship, the professions and society.

Yale is well known for the strength of its undergraduate college, where its 5,300 students learn to lead and serve not only through a strong academic curriculum but also through participation in a host of extracurricular activities, from athletics to community service. Yale students are famous for forming and shaping their own clubs and organizations. More than 240 undergraduate student organizations now exist, some over a century old and others formed just this year.

Yale is also a major research university with research expenditures in FY2012 of approximately $675 million. Led by a distinguished faculty, Yale carries on its education and research activities on the graduate level in 13 graduate and professional schools that enroll more than 6,500 students: the graduate school of arts & sciences, divinity, engineering & applied science, forestry & environmental studies, law, management, medicine, nursing, public health and four schools of the arts: architecture, art, drama and music. The University is home to one of the world’s great libraries and three outstanding museums and galleries — Peabody Museum of Natural History, the University Art Gallery, and the Center for British Art.

Yale is governed by a 19-member board, known as the Yale Corporation. Comprised of ten Fellows elected by successors to the original trustees, six Fellows elected by the alumni, the President of the University, and the Governor and Lieutenant Governor of Connecticut (ex officio), the Corporation oversees major policy, planning and strategic vision for the University. The Corporation’s most significant role is selecting the President of the University.

Over 168,000 alumni around the world continue to support and advance Yale’s traditions of service and learning. Alumni are actively engaged in local, regional, national and global programs, and provide advice and counsel to the President and Corporation through the President’s Council on International Affairs and the University Council. In the recently completed “Yale Tomorrow” campaign, over $3.8 billion was raised to contribute to the work of the University, and the endowment has grown from $3.2 billion in 1993 to $19.3 billion this year. Yale’s annual operating budget is approximately $2.8 billion.
Yale’s central campus now covers 310 acres (125 hectares) stretching from the medical center just south of downtown New Haven to tree-shaded residential neighborhoods around the Divinity School. Campus buildings include contributions from distinguished architects of every period in Yale’s history, and Yale’s buildings, towers, lawns, courtyards, walkways, gates and arches comprise what one architecture critic has called “the most beautiful urban campus in America.” Yale’s West Campus, located seven miles west of downtown New Haven on 136 acres (55 hectares), was acquired in 2007 and includes 1.6 million square feet of research, office and warehouse space that provides opportunities to enhance the University’s medical and scientific research and other academic programs. The University also maintains over 600 acres (243 hectares) of athletic fields and natural preserves just a short ride from the center of town.

Yale and the City of New Haven have been strong partners in the redevelopment and revitalization of the downtown area. Chapel Street, the Broadway district, and the Audubon arts neighborhood have become lively centers for shopping, dining and community events. Yale participates with the city in supporting the International Festival and Arts and Ideas, an annual 15-day event that brings thousands of people to New Haven for concerts, lectures, exhibits and other performances. Yale’s Homebuyer program, now in its 18th year, has provided financial assistance to well over 1,000 members of the Yale community to purchase homes in neighborhoods throughout New Haven.

Yale is well-positioned for the future. A number of important projects undertaken in recent years are now well launched: the West Campus has gained the necessary momentum with the establishment of the six new Institutes and the relocation of the Nursing School planned for 2013; Yale School of Management’s new campus is funded and under construction; a new liberal arts college established jointly with NUS in Singapore has recruited its inaugural faculty, which is currently developing an innovative new liberal arts curriculum model, and will open next summer; and the hard work to reshape Yale’s budget after the national economic downturn will be accomplished by the end of this fiscal year. There are exciting new projects, programs and initiatives in the pipeline, not least of which are new research and teaching facilities for Science Hill and two new residential colleges to allow for growth in undergraduate enrollment.

The Faculty of Arts and Sciences and the faculties in each of the Professional Schools are larger, more diverse and cumulatively stronger than when the last presidential search took place. The School of Art and the School of Forestry & Environmental Studies have new homes; Engineering and Medicine have new buildings; the Schools of Divinity, Architecture, Music and Law have undergone comprehensive renovations, as has virtually all of the laboratory space in the School of Medicine. All 12 residential colleges have been renovated, and 70% of the space on campus has been partially or comprehensively renovated since 1993. Students have benefitted in innumerable ways from new programs, improved facilities and especially from dramatic improvements in financial aid. Yale’s student body is far more diverse and far more global than it was two decades ago.