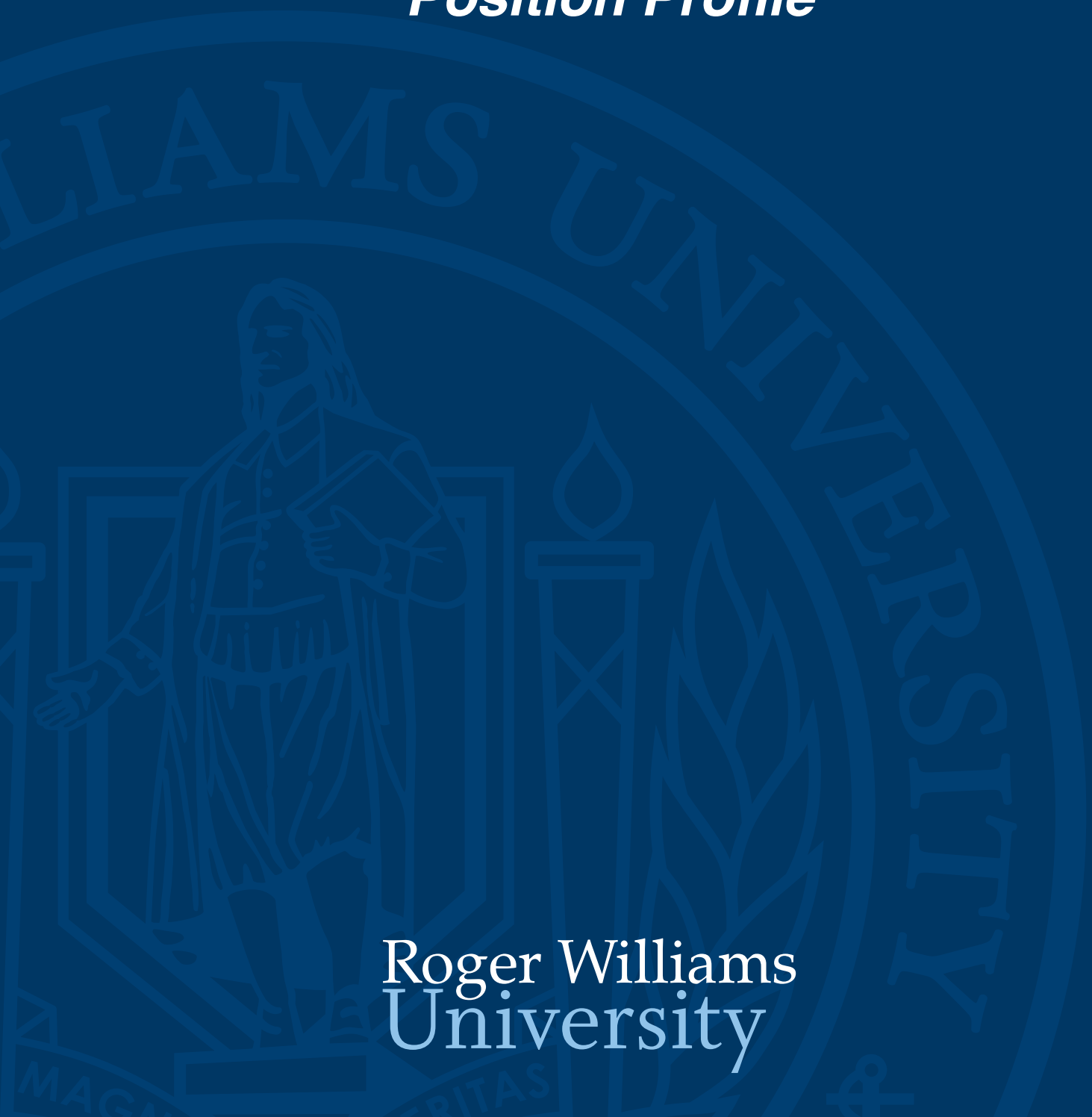


ROGER WILLIAMS UNIVERSITY

University President Position Profile



Roger Williams
University



**President
Roger Williams University
Bristol and Providence, Rhode Island**

THE SEARCH

Roger Williams University (RWU or the University) seeks a transformative and strategic leader to serve as the University's 11th President. The President will lead RWU at an inflection point in its history and will have the opportunity to craft an inspirational and cohesive strategy for the future. In just a short time, the University has established a solid institutional identity that has been built on innovation, lifelong learning, and a unique synergy between its liberal arts and professional programs, augmented by practical experience through a robust set of community partnerships. RWU's emerging culture of students as civic scholars has provided a renewed student-centered orientation towards education, a commitment to low student-to-faculty ratio, and a steadfast focus on engaged teaching and experiential learning.

RWU's budget for the fiscal year ending 2019 is \$162 million with an endowment of \$88 million. RWU operates across two campuses; the main campus is situated on 143 acres of waterfront in Bristol, RI and its urban campus is in nearby Providence, RI. Seven of RWU's eight schools of study are located at the main campus in Bristol, including the School of Law, while the Providence campus is home to University College (UC) and numerous other programs and community partners. The size of RWU (approximately 4,000 undergraduates, 750 graduate and law students, and over 1,900 enrolled in UC) allows students to receive the close attention they would expect at a smaller college, while offering the resources and academic opportunities of a larger university.

The next President has the opportunity to position RWU for a period of growth and impact. The President will leverage RWU's wide-ranging strengths and assets and will continue to realize and operationalize the core values and purpose of the University, while proactively responding to the changing landscapes of higher education, societal needs, and employment readiness. RWU is innovative and nimble, and accordingly, it is able to seize opportunities as they arise.

This is an extraordinary opportunity for an innovative and strategic leader. The ideal candidate will inspire a diverse constituency around RWU's vision and mission, will affect demonstrable cultural change, and will bring solid financial acumen and a proven track record of fundraising to move the University to the next level. The President will ensure that the University remains student-centered, is welcoming and inclusive, and values all expressions of diversity. The President will support students and alumni in their journeys to become lifelong learners, effective professionals, and engaged citizens, will continue to prioritize academic rigor, and will improve shared governance, transparent leadership, and collaborative decision-making. This next leader will also nurture a culture of philanthropic stewardship.

RWU has retained Isaacson, Miller, a national executive search firm, to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

ROGER WILLIAMS UNIVERSITY

History

RWU only began operating as an independent university in 1956. It was founded in 1919 as a downtown Providence branch of Northeastern University. Northeastern, based in Boston, MA relied on the Providence YMCA as an extension location to teach courses in business and law. After a hiatus of teaching during World War II and an amicable separation from Northeastern, the YMCA Providence Institute of Engineering and Finance continued on its own and offered day and evening courses. The tradition of serving a vocational market and a largely underserved population persevered, and in 1956, the institute received a state charter to grant two-year associate degrees under the name "Roger Williams Junior College". In 1967, its charter was amended to award bachelor's degrees and it was renamed Roger Williams College. By 1969, with increased student enrollment and new educational programs, the College had outgrown its downtown location and relocated most of its operations to 80 acres of waterfront land on Mount Hope Bay in Bristol, RI. In 1992, the College was once again renamed and became Roger Williams University.

In 1993, the School of Law was established. It is Rhode Island's only law school. In 2015, the University moved its Providence operations to a larger, fully renovated downtown building with the vision of serving a far more expansive community of traditional and non-traditional learners.

As an educational institution, RWU is inextricably connected to Roger Williams, the 17th-century leader who devoted himself to freedom of conscience and social justice, and who founded the State of Rhode Island based on those tenets. Roger Williams' philosophy, and what has been called his "lively experiment," nurtured the growth of

vibrant and open societies. RWU's pursuit of excellence in education and community service is rooted in his focus on intellectual exchange, freedom of speech, critical thinking, inclusiveness, and innovation as a means of improving a free society.

Purpose, Values, and Vision

In 2014, drawing inspiration from Roger Williams the namesake, the entire university community launched *The Vision Project*, with more than 20 committees comprised of faculty, staff, students, and trustees who worked together over six months to articulate a bold, new core purpose and develop an enduring set of values and visionary goals. This was RWU's own "lively experiment" to define a roadmap for the future.

From this exercise emerged the articulation of RWU as a university dedicated to strengthening society through engaged teaching and learning, and to nurturing lifelong learners who interact with society in mutually rewarding ways.

While many of the key tenets of the Vision Project have been firmly established, there is significant opportunity to operationalize and build on this broad framework, to develop new strategies within the framework of the mission, vision and core values established through the Vision Project, and to chart a courageous and focused course for RWU locally, nationally, and internationally.

See <https://www.rwu.edu/who-we-are/our-vision>

Focus on Community-based Service and Engagement

Over the last several years, RWU has established itself as a private university with a public purpose. Through its Civic Scholars Program, RWU has nurtured civic-minded faculty and students who dedicate their knowledge and skills toward creating meaningful change in local communities and around the globe. As a result, more than two-thirds of the graduating undergraduate class and many graduate students complete at least one semester-long interdisciplinary project that empowers students to work on solving real-world problems with community partners. The Community Partnerships Center, the principal vehicle for curating these projects, has worked with RWU faculty and students to develop and complete over 260 community-based projects over the last seven years with numerous, local not-for-profit organizations, as well as many neighboring cities and towns, including Bristol, RWU's host community. These projects provide lasting benefits to community partners and are aligned with academic programs to provide community-based experiential learning opportunities for students. Students who participate are honored as RWU Civic Scholars.

Similarly, RWU School of Law fosters civic engagement through its Pro Bono Collaborative based at the Providence campus. Through those programs many RWU law students complete more than 100 hours of service to indigent clients by the time they graduate. Recently, the Pro Bono Collaborative was singled out by the Association of American Law Schools to be featured on its website's Innovative and Outstanding Programs section.

With RWU's recent and rapid increase in the size and scope of its presence in downtown Providence, this new campus has become a hub of innovation and new initiatives. For example, the School of Continuing Studies, now University College, was the first to partner with a Gateway to College National Network program in Rhode Island, which offers students who have left high school before graduation a chance to earn a high school diploma and college credit. Additional groups that operate within UC, such as the Latino Policy Institute, the Center for Workforce & Professional Development, and HousingWorks RI are making a difference locally on critical policy matters.

Academics

The University is accredited by the New England Association of Schools and Colleges (NEASC) and boasts various specialized academic accreditations as well (see Appendices). On April 20, 2017, the University passed its 10-year review and was approved for its next full comprehensive evaluation for fall 2026 with only an interim written report required in Fall 2021.

RWU places high importance on teaching and scholarship in both the liberal arts and sciences, and in numerous professional fields of study, which in turn enables students and faculty to pursue interdisciplinary courses of study and experimentation to suit students' specific needs and interests. RWU students innately gravitate to the opportunity to tailor their education with over 80% of students graduating with unique major/minor or double major combinations every year. While RWU has historically focused primarily on undergraduate studies, the University continues to expand steadily at the graduate level in selected areas of strength – particularly within the School of Law, architecture/historic preservation, psychology, justice studies, and business programs. In recent years the University has steadily introduced opportunities for students to pursue undergraduate and graduate degrees with 3+3 and 4+1 programs.

Underlying all of the University's academic programming is a deliberate and specific effort to educate responsible citizens, carrying forward the traditions of Roger Williams' original "lively experiment." At RWU, civic engagement and community-based experiential learning are unique in the way they channel students into confronting and solving the challenges faced by municipalities and community

groups, and serve the overarching goal of preparing students to become lifelong contributors to society at-large and to the communities in which they will live and work. In fact, across the University, every student is guaranteed the chance to participate in a real-world learning experience and receive practical, hands-on learning opportunities locally and/or globally. It is this unique blend of educational programs and service learning that enables RWU students to enter the job market with experiences that make them among the most desirable by employers.

More than 50 undergraduate majors, 13 graduate degrees, and numerous minors and certificate programs are housed as follows: the Feinstein College of Arts and Sciences, which houses the School of Humanities, Arts and Education and the School of Social and Natural Sciences; the School of Architecture, Art and Historic Preservation; the Gabelli School of Business; the School of Engineering, Computing and Construction Management; the School of Justice Studies; the School of Law; and UC.

Throughout 2017-2018, Academic Affairs and Enrollment Management launched the Academic Strategic Enrollment Management (ASEM) process. ASEM Phase 1 provided robust data sets at the program level to each academic department and program in order to assess student demand, situate RWU among competitor schools to find areas of distinction, and seek ideas for new programs. From this collaborative process, Enrollment Management & Marketing are now aligning enrollment tactics to optimize recruitment and promotion of existing programs and open new markets for RWU. Nearly 30 new programs (majors or minors) have been identified, and in ASEM Phase 2, the Interim President, Interim Provost and Vice President for Enrollment Management are now working with Deans to assess the feasibility, planning, and support of and for new program development.

Additionally, the Center for Scholarship, Assessment, Learning, Teaching and Technology (CSALT) was established to support improved learning outcomes assessment, instructional design and technologies, and the scholarship of teaching and learning. With enhancements from the Center for Academic Success to the degree-completion advising program, and the launch of a tracking and response system, RWU has been able to increase its student retention and four-year graduation rates.

Students

Students are drawn to RWU for many reasons, but the ability to have the resources of a large university with the personalized attention and high-touch of a small college is a common denominator. Today the University hosts approximately 4,000 undergraduate students, 750 graduate students in law and other professional schools, and over 1,900 credit and non-credit students in its UC programs. The

undergraduate student to faculty ratio is 14:1, and the average class size is 19. In the 2017-2018 academic year, 90% of undergraduates received some form of financial aid, 36% of which was need-based and 53% of which was merit-based.

With more than 70 clubs and organizations, student opportunities are plentiful and range from student senate to the Food Recovery Network and the dance club. RWU's 24 varsity teams compete in the NCAA Division III Commonwealth Coast Conference and their success on the field and the attention they garner on campus have been steadily increasing. The co-ed sailing team is consistently one of the best in the nation and the campus hosts the headquarters of US Sailing.

Over the past 10 years, the undergraduate Bristol campus enrollment has increased by 6%, UC enrollment has grown by 26%, and graduate enrollment (beyond School of Law) by 22%. RWU's student population is also increasingly more diverse, reflecting the University's own aspirations, as well as changing regional demographics. Central to its intentional outreach efforts, in fall 2018, the School of Law welcomed its most diverse class in its history with 32% identifying as students of color. And renewed undergraduate efforts enrolled a first-year class with 16% students of color, up from 12% in fall 2018. UC has long served a diverse population.

Retention has remained solid as a result of the faculty and staff focus on student success and thriving. The average first year retention rate for entering freshmen for the past ten years has been 80%. The average 6-year graduation rate for entering freshmen for the past three years has been 64%. Approximately three quarters of undergraduate students live in University properties.

In recent years, student support services have been significantly enhanced by improving the *First Year Experience* initiative and developing other academic efforts, such as the Roger Seminar and the *Living Learning Community* program, to ensure that RWU provides a supportive community and network of resources to help first year students successfully navigate their transition to college. Additionally, academic support services for students have been unified into the Center for Student Academic Success and career services was recently broadened and renamed as the Center for Career and Professional Development, which connects career preparation, advising, and alumni affairs.

Between 2012 and 2017, in an effort to strive towards greater affordability, each incoming RWU undergraduate class received a tuition guarantee for their four-year full-time studies as part of the *Affordable Excellence* program. This effort guaranteed a frozen tuition rate for all University students over these six enrollment cycles. In 2014, RWU also extended the tuition guarantee to, and lowered the tuition rate for the School of Law. These actions addressed the high cost of an RWU education in the short-run and increased enrollment and improved student retention. It also worked

to re-position the University among northeast private universities. Yet, as changing demographic dynamics have impacted the strategy, there is now a significant need moving forward to support new and sustained ways to ensure that affordability is front and center, while also supporting the financial needs for a university of its size.

Faculty and Staff

On both the Bristol and Providence campuses, the dedication and expertise of RWU's faculty and staff are its greatest assets. Supporting the growing academic strength and rigor of the Bristol campus are 219 full-time teaching faculty (excluding the School of Law and University College). Approximately 89% of the full-time faculty hold the highest degree or the professional credentials expected in their respective fields of study. The full-time faculty core is augmented by part-time faculty of approximately 275. The staff includes 578 full-time and 268 part-time employees.

Faculty on the Bristol campus are active researchers and scholars in their fields, but their greatest pride is in teaching their students. The faculty is only one of a handful at private universities across the country that is unionized. Many members of the staff are also represented by unions. In total, five different unions represent the faculty and staff.

At the Providence campus, UC's 100 teaching faculty, 34 staff, and 32 partners are not only experts in their fields, but are experts in addressing the barriers to education often faced by non-traditional students. As UC has grown, the faculty and staff have proven adaptable and flexible at meeting new challenges and demands. They are fully engaged in UC's mission of service and work diligently and professionally to serve a wide variety of learners.

In 2017, RWU hired its first-ever Chief Diversity Officer, who joined the President's Cabinet, and today the University is actively working to expand its efforts in welcoming and valuing all expressions of diversity and identity. In January 2018, more than 300 RWU students, faculty, staff, and community members gathered for "Thriving RWU 2030: A Summit on Diversity and Inclusion," which produced valuable insights and proposals for future institutional planning.

LEADERSHIP

Current President

Since July of this year, Dr. Andrew Workman (most recently the RWU Provost) has been serving in the role of Interim President and will remain in this position until the new President is appointed. RWU's 10th President, Donald J. Farish, was scheduled to retire in June 2019, but passed away in the summer of 2018. President Farish was known for transforming the University into a vital institution of higher education. His legacy includes establishing the *Affordable Excellence* initiative and leading the campus-wide Visioning Project among many other actions that have been indispensable contributions to the University.

Board Leadership

The University is governed by a Board of Trustees, a diverse group of contributors, consisting of local and national leaders in business, government, and nonprofit organizations, as well as alumni and parents of alumni. They meet as a governing body quarterly each year. The Board has ultimate fiduciary responsibility for the University, and Trustees are elected to one, two, or three year terms and serve no more than 12 years on the board. Richard L. Bready's term as Board Chair will come to an end in October 2018 when a new chair will be announced. The University's School of Law is overseen by a Board of Directors, which is linked to the University's Board of Trustees through By Law provisions.

The President's Cabinet

The President will also lead an experienced cabinet. The President's direct reports include the Provost (currently Interim President), the Executive Vice President for Finance and Administration (and currently Interim COO), the Chief Diversity Officer and VP for Equity and Inclusion, the Office of General Counsel, the Vice President for Student Life, the Vice President for Institutional Advancement, the Vice President for Enrollment Management and Marketing, the Director of Media and Public Relations, the Dean of the School of Law and the Vice President of UC.

LOCATION AND CAMPUSES

Bristol Campus

RWU's main campus is located in Bristol, RI, a historic town and home to the nation's oldest Fourth of July parade. The Town of Bristol received an award in 2018 by the Architectural Digest as being one of the 25 Best Small Towns in America. The campus sits on a sprawling 143 acres, including a newly acquired parcel of 17 acres adjacent to the President's residence which overlooks Narragansett Bay, and is just minutes from downtown Bristol, half an hour from Providence and an hour from Boston.

Seven of RWU's eight schools are located at the main campus in Bristol, including the School of Law. Many of the University's facilities have been recently renovated and are equipped with state-of-the-art technology and modern classrooms. A partnership with Samsung USA has started to bring cutting-edge, cloud-based technology to RWU students for re-envisioned and improved learning spaces.

RWU takes full advantage of its idyllic bayside location. Not only does it serve as a pristine backdrop for the campus, but it influences the scholarly and recreational activities of the University as well. The University features strong, nationally recognized programs in marine biology, aquaculture, and maritime law, as well as one of the top five sailing programs in the country.

Providence Campus

RWU's Providence campus is located in the heart of downtown Providence: Rhode Island's capital city. It provides all RWU students with access to a vibrant hub of businesses and community partnerships for a wide variety of hands-on experiences and internships. The Providence campus facility has been fully renovated, is equipped with modern classrooms and smart-board technology, and has several lounges and a cafe for study and relaxation. Supporting other partnerships with a multitude of community organizations, nonprofits, public school districts, and federal, state, and local governments, the Providence campus is a key component in fulfilling the University's commitment to its communities.

The Providence campus is home to UC, which provides adult learners and high school aged students with opportunities to begin or further their education or make a career change with over thirty flexible programs. UC is also home to the Center for Workforce and Professional Development that offers education and training as well as professional development programs through partnerships with industry. In addition, UC is home to the Policy, Research, and Practice Collaborative that is comprised of HousingWorks RI, CYCLE, Ready to Learn, Providence Talks, and the Latino Policy Institute.

The Providence campus is also home to collaborative programs that span UC, the Law School, and graduate programs such as the M.B.A., and master's programs in Public Administration, and Leadership. Additionally, the Providence campus serves as the School of Law's Experiential Campus, housing various distinctive clinics through which RWU Law students provide free services to those in need.

FINANCES

For the fiscal year ending 2019, the University's budget is approximately \$162 million. Of that total, tuition accounts for about \$136 million. The endowment stands at roughly \$88 million, of which approximately \$69 million is unrestricted. Because RWU is still a relatively young university, revenue from alumni fundraising has not reached the levels of its peers. With contributed giving currently less than 1% of the budget, fostering greater levels of philanthropy is a critical challenge for the University.

Today, the University has outstanding bonded debt of \$102.5 million. By the close of FY 2025, outstanding debt is scheduled to total \$47.3 million. The University takes pride in maintaining its campuses. In FY 2016, the University completed a five-year \$20 million internally funded, non-debt deferred maintenance program. In addition, the University allocates approximately \$6 million annually for CAPEX funding. This not only includes bricks and mortar repairs, but also investments in academic equipment, enhancements to emergency power, purchase of dedicated service and transport vehicles, and investments in enhanced technology.

Within RWU's aid process, the *Affordable Excellence* program helped to re-position RWU among its competitors by offering a guaranteed and frozen tuition for the four years of attendance for each class. Prior to this action, as measured by student net cost, RWU was one of the most expensive universities in the region. Now, the University's listed tuition and fees is on average \$8,000 less than its primary competitor private schools in the Northeast. Yet this commitment to freeze the price of tuition over 7 years, while necessary in a competitive landscape, has had an impact on year-over-year revenue needs at the University. With the Fall 2018 cycle, RWU increased the tuition rate for entering freshmen, but has continued the guarantee of that rate for that class for four years. Beginning in summer 2018, a task force has been performing a comprehensive analysis of pricing and financial aid strategy. The administration will be providing a tuition pricing recommendation to the Board of Trustees in October for the Fall 2019 enrollment cycle.

ESSENTIAL OPPORTUNITIES FOR THE 11th PRESIDENT

RWU is well-positioned to become one of the finest comprehensive universities in the country. Its assets include upward enrollment trends, an excellent educational experience that engages students with the world and prepares them for career success, and an excellent faculty devoted to teaching and learning.

RWU also boasts two modern and attractive campuses. The Bristol campus features current construction of an additional building for the School of Engineering, Computing and Construction Management, which will serve as a hub of laboratories, project rooms, and open spaces dedicated to hands-on collaborative education. The University recently added to its holdings in Bristol by acquiring the 17-acre Wind Hill property, which is adjacent to the President's residence. A short ride north from the main campus in Bristol is the Providence campus. It provides all RWU students with access to a vibrant hub of businesses and community partnerships for a wide variety of hands-on experiences and internships. The Providence location is equipped with modern classrooms, smart-board technology, and has several lounges and a cafe for study and relaxation. Through partnerships with a multitude of community organizations, nonprofits, public school districts, and federal, state and local governments, the Providence Campus is a key component in fulfilling the University's commitment to community.

As a young university, RWU is not bound to traditional thinking. Instead it is agile and able to create new programs and ideas, to change quickly, and to respond to the needs and opportunities of the market. RWU, therefore, is positioned to continue to lead and invent. As seen across higher education, while the financial challenges are significant, so are the considerable resources of the University.

Reporting to the Board of Trustees and in partnership with the President's Cabinet, the President will successfully address each of the following:

Establish a cohesive strategy for the next phase of success

Early in the 10th President's tenure, RWU engaged in a thorough process that led to an inspiring vision for the future. This next chapter of RWU will require a tangible implementation strategy, which brings together all the disparate parts of the University to fully realize a comprehensive vision. The President will work with the campus community to develop a roadmap for the University's success and will establish the necessary benchmarks and metrics to measure that achievement.

Key elements of the long-term plan will include ensuring that the campus culture can respond to changing demographics, while expanding on RWU's commitment to experiential learning, community engagement, academic excellence, career

preparation, a student-focused model of education, and an authentic commitment to diversity, equity, and inclusion.

Expand upon the University's commitment to civic and experiential education

Experiential education and community engagement have been hallmarks of a Roger Williams education since its founding. The President will help the University achieve its goal of having every student participate in at least one such experience. The President will also seek to expand upon existing programs so that they are responsive to the jobs of the future and adaptive to a rapidly-changing society, preparing students to succeed in the world after they graduate.

Continue to strengthen the University's financial position

The President must, transparently and collaboratively, find creative ways, using the University's significant assets, to diversify and increase revenues, assess the current use of financial resources, and develop a roadmap to move the University forward fiscally. The RWU community is looking for bold ideas and initiatives that will not just find efficiencies in existing campus structures, but will also look to seed and create new revenue-producing programs, pilot new initiatives, and reallocate resources that meet the mission and values of the University.

Foster a culture of transparency and collaborative decision-making

The many constituents that make up the RWU community—from faculty, to staff, to students, to trustees—are engaged and invested in the future success of the University and will be the greatest asset the President will have at their disposal. The President will promote processes and procedures that fully engage the university community, will view the RWU community as an essential partner in decision-making, and will be responsive to its ideas and concerns.

Increase the diversity of the faculty, staff, and student body and nurture a campus culture of inclusion

There is a sense of urgency around diversity and equity work on the Bristol campus, joining longer term efforts at the School of Law and the access mission of University College. The President will drive resources and initiatives that ensure the community becomes more representative among every stakeholder group and at every organizational level, that minoritized students and employees have experiences that support their thriving, that an equity lens is applied to the development and deployment of strategy, practices and policies, and that data and feedback are used to understand differentiated experiences and impact. The President will distinguish RWU as doing the transformative work required to foster equity and authentic relationships across differences. The President will lead the innovation required to

ensure that financial viability and access are complementary, and are integrated into the goals of all of RWU's schools and operations.

Connect RWU to the local and global community

While RWU has constructed two beautiful campuses, steadily improved its academic programs, and attracted a more selective student body, it has not achieved the wider regional or national awareness and recognition equal to its achievements. The President must position RWU at the forefront of higher education and be a steadfast ambassador and champion for the University, promoting national recognition of programs and faculty, and generating local, regional, national, and international awareness of the RWU brand.

Inspire the alumni and donor base of the University for improved engagement in support of the University

As a relatively young university, RWU does not have a long legacy of engaged and philanthropic alumni. However, nearly one third of RWU alumni graduated within the last decade, providing the opportunity to nurture philanthropy among a younger alumni base. The President will seek to engage the entire alumni community, build up its alumni infrastructure, and inspire them to greater giving in support of the University's mission. Similarly, the President will engage audiences and funders outside of the RWU community to advance the vision and the activities of the University.

Continue to develop University College to further the University's mission and objectives

UC has emerged as an entrepreneurial unit at RWU that serves a wide variety of demographics in and around the Providence area. Working closely with the Vice President of UC and with partners on the Bristol campus, the President will encourage existing programs and partnerships while continuing to grow into new areas, and generate new revenue sources.

Support a vision for graduate, professional, and law programs

The President should understand the role and potential of graduate programs, including RWU's prominent School of Law, to augment the undergraduate focus of the University. The President must support the vision in partnership with the schools to develop and implement a compelling slate of new graduate programs that align with RWU's strengths, and provide in-person courses in Bristol and Providence, and online opportunities for advanced education. RWU's various schools have launched a number of graduate programs in recent years, and many of these programs have been very successful. The President must work within a predominantly

undergraduate-focused environment with deans and faculty to formulate and launch new graduate programs that align with the mission of the University.

Shape, guide, and be responsive to the Board of Trustees

RWU's Board of Trustees is a reflection of the University. Committed alumni and engaged community members lend their time and expertise to leading the University. As RWU moves into its next phase, the President will need to cultivate within the Board a greater capacity to support the University philanthropically and to advocate locally and nationally on its behalf, while increasing transparency and creating a more effective committee structure.

PROFESSIONAL QUALIFICATIONS

The Presidential Search Committee seeks both traditional candidates from within the academy and non-traditional candidates with impressive leadership credentials to be in place for the 2019-2020 academic year. A Ph.D. or other terminal degree is required. While the committee understands that no single candidate will have all the ideal qualifications, it seeks candidates who have demonstrated the following qualities and characteristics:

- Understands the value and the role of private higher education in a democratic society.
- Brings inspiration, vision, strategic leadership, and intellectual depth along with the capacity to translate ideas and ideals into actions.
- Leads with transparency, honesty, integrity, and a commitment to collaborative decision-making.
- Must be articulate with excellent interpersonal skills, able to interact successfully with students, faculty, and staff, and highly visible to the campus community.
- Has a track record of success in leading a sizable and complex organization through significant strategies and programs of growth and change.
- Has a record of building and sustaining an equitable, inclusive and diverse organization.
- Can demonstrate a measurable impact on diversifying the composition of senior leaders, faculty, staff and students and fostering of equitable practices and policies.
- Has a record of fostering access, inclusivity, success and equity through leading organizational change and supporting difficult dialogues.
- Must be an effective goal-setter, able to benchmark and work within a data-driven environment.
- Has built beneficial partnerships across a wide range of organizations.

- Brings significant financial management abilities and a record of leading a resource-constrained institution or organization to stability and success through sound decision-making and the ability to seize opportunity.
- Can represent RWU compellingly to donors and other external constituents; has the appetite and skill to fundraise successfully and the ability to energize alumni to support the University.
- Brings enthusiasm and willingness to embrace the Bristol, Providence, and larger Rhode Island communities.
- Must be an innovator and forward-thinker and have a track record of strengthening society through engaged teaching, learning, and/or practice.
- Must be a community unifier and bridge builder with strong listening skills and emotional intelligence.
- Must be nimble, politically savvy, and have a creative and entrepreneurial spirit.
- Will also have a respectful, collaborative, directive, and accessible leadership style.
- Ideally, this leader has experience in a collective bargaining environment.

TO APPLY

Review of applications, nominations, and expressions of interest will begin immediately and continue on a confidential basis until an appointment is made. All inquiries, nominations/referrals, and applications (including curriculum vitae and letters of interest responding to the position challenges and objectives outlined above) will be held in the strictest confidence and should be submitted via Isaacson, Miller's website. Please include in any cover letter information about how you would be able to contribute to RWU's diversity, inclusivity, and equity goals.

Rebecca Swartz, Partner

Matthew Tzucker, Senior Associate

Kaden Stearns, Associate

Isaacson, Miller

www.imsearch.com/6700

Electronic submission of material is strongly encouraged.

As a University committed to strengthening society through engaged teaching and learning, as well as building the university that the world needs now, Roger Williams University values inclusion, seeks to reflect the diversity of the region, and seeks to create access to higher education and career success.

The University seeks candidates who, through their work and life experiences, service to the community, and teaching or research, can contribute to our diversity, inclusivity, and equity goals.

Roger Williams University is an affirmative action/equal opportunity employer and committed to a diverse workforce. All applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, disability, veteran status, or any other basis protected by applicable state and federal law.

For information on our Non-discrimination and Title IX policy, visit: rwu.edu/NDT9

APPENDIX – School Profiles

Feinstein College of Arts & Sciences

School of Humanities, Arts, and Education

<https://www.rwu.edu/academics/schools-and-colleges/fshae>

Total Full-time Faculty: 59 | Total Students: 882

With 20+ majors that encompass history, literature, languages, philosophy, education, communications, creative writing, and the visual and performing arts, the School of Humanities, Arts, and Education (SHAE) has the greatest diversity of majors and minors at Roger Williams University. Offering undergraduate and graduate degree options, the school carries on a great tradition of liberal arts while innovating within that tradition to provide links to our professional programs and experiential learning opportunities. Students merge coursework in disciplines about which they are passionate with a dynamic, hands-on education that focuses on project-based learning experiences, real-world opportunities and the development of critical skills in order to prepare for fulfilling careers and graduate study.

Of Note

- Global Heritage Hall houses our Mac design labs, global communication center and classrooms that pay homage to local cultures.
- Through a newly renovated and equipped digital journalism lab, students report and produce multimedia storytelling on real-world topics. For election coverage, it transforms into the award-winning HawkTheVote Media Lab, where students report in real time on local political races and poll results.
- Our elementary and secondary education programs feature four years of students spending an extensive amount of time inside K-12 classrooms working with students and learning from practicing teachers. For example, sophomore elementary education majors get a full year of classroom experience through our teaching residency program.

Our hands-on performing arts and visual arts programs prepare students for thriving careers in the arts. Dance, music and theatre majors perform multiple shows each year, honing their technique and stage presence. Visual arts majors learn the nuances of their discipline, as well as the professional skills of marketing their art and mounting an exhibition.

APPENDIX – School Profiles

Feinstein College of Arts & Sciences School of Social and Natural Sciences

<https://www.rwu.edu/academics/schools-and-colleges/fssns>

Total Full-time Faculty: 59 | Total Students: 829

From biology to psychology and math, the Feinstein School of Social and Natural Sciences (SSNS) and its comprehensive range of disciplines trains students to be scientists, social scientists and practitioners through hands-on fieldwork and real-world research projects. The school boasts an esteemed faculty of experienced and credentialed scholars and practitioners from across the country and the world.

Of Note

- The College's Marine and Natural Sciences Building (MNS) houses a two-level bayside complex and contains state-of-the-art laboratories, including an open seawater lab that was expanded in 2009. The close proximity of biologists, chemists, physicists and mathematicians within the building allows for collaborative interdisciplinary teaching and research.
- The Center for Economic and Environmental Development (CEED) was established in 1997 through a \$2 million grant from the Economic Development Administration of the Department of Commerce. The Center promotes the environmentally sustainable development of marine and maritime industries in Rhode Island (e.g., boat building, marina operations, ecotourism, etc.) with a particular emphasis on aquaculture. CEED faculty have generated over \$2.1 million in external grants since 2014.
- In 2017, RWU received a \$158,449 award from the NSF's Improvements in Facilities, Communications, and Equipment at Biological Field Stations and Marine Laboratories program to obtain a 30-foot research vessel, the R/V *Invinible Spirit*. The vessel is large enough to accommodate an entire class section and is outfitted for coastal research with cutting-edge sampling, safety and navigation equipment, the vessel supports teaching and research.
- The Department of Politics and International Relations along with WPRI 12 are providing public opinion polling during the 2018 campaign season. RWU served as host to the first live WPRI 12 2018 gubernatorial candidate debate.
- In 2018, RWU became one of two universities in the nation to partner with Google and Labster to launch virtual reality technology into the classroom. Providing virtual-reality simulations that replicate biology laboratory lessons, forensic crime scene analysis, and cybersecurity exercises.

APPENDIX – School Profiles

Mario J. Gabelli School of Business

<https://www.rwu.edu/academics/schools-and-colleges/gsb>

Total Full-time Faculty: 32 | Total Students: 989

Named in 1995 in honor of Mario J. Gabelli, Wall Street investor and founder, chairman, and CEO of Gabelli Asset Management Company Investors (GAMCO), the Gabelli School of Business (GSB) offers seven business majors, each leading to a Bachelor of Science degree: Accounting, Economics, Finance, International Business, Management, Marketing and a 3+3 BS/JD program that is offered in conjunction with the RWU School of Law. A 4+1 BS/MBA program was introduced in 2017. Minor programs of study are offered in Accounting, Business, Business Analytics, Economics, Finance, Management, and Marketing. A three-course certificate in Risk Management is also offered. Classes are taught by a core of tenured faculty experts, complemented by a cadre of accomplished practitioner faculty, who prepare our students to thrive in a dynamic, global marketplace characterized by constant change and endless opportunities.

Of Note

- The Mario J. Gabelli School of Business (GSB) is accredited by AACSB International, which represents the highest standard of achievement for business schools. Only 5% of business schools worldwide hold this accreditation.
- Through a major grant from the E.L. Wiegand Foundation, the Gabelli School of Business nearly tripled the space of the Center for Advanced Financial Education (CAFE) and equipped it with enhanced state-of-the-art technology for hands-on training in securities analysis and real-dollar portfolio management through the CAFE Growth Fund and the Gabelli Value Fund.
- The newly renovated Robert F. Stoico/ FIRSTFED Financial Services Center replicates the latest financial and analytical software used in industry. Students gain experience in this technology as applied to disciplines such as accounting, marketing research, analytics, data science and investing, while working with real-time data.
- Our Bloomberg Technology Lab provides expanded access to terminals for analysis and Bloomberg certification training, which is the gold standard for jobs on Wall Street.
- 4+1 MBA offers undergraduates an accelerated path to getting a Master in Business Administration.

APPENDIX – School Profiles

School of Architecture, Art and Historic Preservation

<https://www.rwu.edu/academics/schools-and-colleges/saahp>

Total Full-time Faculty: 24 | Total Students: 466

The School of Architecture, Art and Historic Preservation (SAAHP) is located in an award-winning, state-of-the-art 65,000-square-foot building. The school offers students a tight-knit educational community dedicated to the creation and stewardship of the built and cultural environments. The school offers an array of undergraduate, graduate, and professional degree programs and houses the first and only Architecture Teaching Firm in Residence Program in the nation.

Of Note

- The Master of Architecture is accredited by the National Architectural Accrediting Board (NAAB) and was recently re-accredited achieving all 46 conditions for accreditation and meeting five of those criteria with distinction. Read more on the NAAB accreditation here: <http://rwu.edu/go/saahp-accreditation>. The program is the largest RWU graduate program with more than 100 FT students.
- In 2013 RWU formed a unique partnership among U.S. Architecture programs with Samsung Electronics America, Inc. to bring the leading edge use of screen technology and virtual desktop infrastructure (the rCloud). Each of the 375 studio workstations in the School of Architecture are outfitted with a 27-inch Samsung LED monitor complementing a traditional studio culture via the rCloud VDI infrastructure.
- Since 2012, SAAHP's Career Investment Program (CIP) combines federal and university funds to support paid internships available for all students in the School. In March 2018, the innovative program earned an American Institute of Architects (AIA) / Association of Collegiate Schools of Architecture (ACSA) Practice + Leadership Award.
- Since 2007, a unique Architecture Teaching Firm in Residence program brings the highest quality educators and practitioners to campus, including six Top 50 US firms as noted by *Architect* magazine. Teaching Firms have included Goody Clancy, MASS Design, HOK, CBT Architects, Gray Organschi Architecture, Charles Rose Architects, Studio Luz, Ann Beha Architects, Perkins & Will, Kallmann McKinnell Wood, Brian Healy Architects, Taylor Burns Architects, Alex Anmahian Associates, designLAB; Paul Lukez Architects, Sasaki; Touloukian Touloukian, Tangram Architects Amsterdam; Hernan Maldonado and Max Rohm, Buenos Aires.
- 70% of Architecture students take part in one of two signature study abroad programs in Florence, Italy or Barcelona, Spain. Roger Williams University Florence Study Abroad includes a dedicated Architecture Design Studio for 32 students at the Palazzo Bangani, with classroom space at the Palazzo Rucellai. Study Abroad students in Architecture share facilities and faculty at the Barcelona Architecture Center with Clemson University and Texas A&M.

APPENDIX – School Profiles

School of Engineering, Computing and Construction Management

<https://www.rwu.edu/academics/schools-and-colleges/seccm>

Total Full-time Faculty: 20 | Total Students: 496

The School of Engineering, Computing and Construction Management (SECCM) is a nationally-recognized leader in preparing students for careers in computer science, construction management, and engineering. Through the school's academic programs and resources, students build strong technical skills, gain real-world learning experiences, and work with the latest technology and equipment. The school offers majors leading to the Bachelor of Science degree: Computer Science, Construction Management, and Engineering.

Of Note

- Construction is underway on a new SECCM Labs building for campus. SECCM Labs will be a 27,000-square-foot, three-story, state-of-the-art laboratory building located in the heart of the Bristol campus, adjacent to the current School of Engineering, Computing and Construction Management. The facility's unique design will cultivate the integration of theoretical knowledge with practical applications and will be equipped with cutting-edge technology providing SECCM faculty with the optimal environment and tools to deliver the highest quality applied and experiential education. The interior will feature an Electrical Engineering Lab, Mechanics of Materials Lab, Applied Engineering & Fabrication Lab, Construction Methods & Materials Lab, Fluid Mechanics Lab, and Computer Science Software Experimentation Lab.
- The Engineering program is accredited by the Engineering Accreditation Commission of ABET (www.abet.org). The Construction Management program is accredited by the American Council for Construction Education (ACCE). The BS in Computer Science is accredited by the Computer Science Accreditation Commission of ABET(www.aber.org).
- Student teams compete at: FAA Design Competition; Seismic Building Design Competition; EPA P3 Competition; WERC Design Competition; ASC Construction Management Student Competition.
- Active chapters of the Society of Women Engineers and Engineers Without Borders.

APPENDIX – School Profiles

School of Justice Studies

<https://www.rwu.edu/academics/schools-and-colleges/sjs>

Total Full-time Faculty: 17 | Total Students: 608

The School of Justice Studies (SJS) offers Bachelor of Science degrees in Criminal Justice, Forensic Science, Legal Studies, Cybersecurity and Networking, Security Assurance Studies, the Three-plus-Three programs in Legal Studies and Criminal Justice, the Four-plus-One program in Criminal Justice, minors in Criminal Justice, Digital Forensics, Legal Studies, and Cybersecurity and Networking, and an undergraduate certificate in Digital Forensics. Master of Science degrees are offered in Criminal Justice, Cybersecurity, Leadership, and Public Administration. The School also offers graduate certificates in Digital Forensics, Leadership, Public Management and Health Care Administration and the Joint Master of Science in Cybersecurity/Juris Doctorate. Also home to the School the Justice System Training and Research Institute, SJS is a resource for applied research and provides training programs for members of the justice system community.

The School of Justice Studies is dedicated to providing students with a top-quality education that prepares them to successfully meet the challenges facing modern justice system professionals. Through courses taught by academic experts and experienced practitioners, students acquire in-depth views of today's justice system. Outside the classroom, students gain invaluable hands-on experience through internships, applied research, and training.

Of Note

- Home to the Justice System Training and Research Institute, which serves as an applied research resource for the criminal justice community.
- Cutting-edge technology in the Forensics and Networking Security (FANS) Lab.
- In 2018, RWU became one of only two universities in the nation to partner with Google and Labster to launch virtual reality technology into the classroom. Students gain practical training through virtual-reality simulations that replicate biology laboratory lessons, forensic crime scene analysis, and cybersecurity exercises.

APPENDIX – School Profiles

University College

<https://www.rwu.edu/uc>

Teaching faculty: 100 | Total Students: 1902

University College meets students where they are and works with them to build a path to their success. Whatever age, whatever demands and challenges, whatever education and career paths students have or haven't taken, UC works with them to break barriers and find opportunity. Whether students are looking to earn a degree or just get some job training, University College ensures that all learners and communities are supported with pathways, programs, supports, and services that meet their educational needs. University College encompasses the School of Professional and Continuing Studies, the Center for Workforce & Professional Development, and the Research, Policy and Practice Collaborative.

Of Note

- The School of Professional and Continuing Studies offers hyper-flexible programs focused on degree completers, career changers and adult students looking to start or continue their education.
- The Center for Workforce & Professional Development focuses on providing students with the professional and skills training needed to meet the demands of today's job market. The center works with partners across industries such as cybersecurity, emergency response, production, marketing, education, and more.
- Through the Research, Policy and Practice Collaborative, University College interfaces with the public and its leaders to identify and implement programs that benefit the university and the larger community. We are a thought partner and leader, working to solve problems, innovate, disrupt, and build new systems that create a positive and measurable impact for families, communities, and the State.
- University College is also a home for first-time college students looking to start exploring higher education. Whether they're still in high school, recently graduated high school, have been out a few years, or left without a degree, UC is their starting point.

APPENDIX – School Profiles

School of Law

<https://law.rwu.edu/>

Total Full-time Faculty: 24 | Total Students: 455

As Rhode Island's only law school, RWU School of Law has the undivided attention of our state bench and bar, exceptional clinical and externship programs, a world-class faculty, and a broad and accomplished alumni base. This year RWU Law celebrates its 25th anniversary. In 2014, RWU Law took the unprecedented step of lowering tuition by 18 percent. Today, the Affordable Excellence Tuition Guarantee remains in force. For the 2018–2019 academic year is the lowest -priced ABA-accredited private law school in the Northeast—and therefore one of the best legal education values on the entire East Coast.

Of Note

- One of the first in the country to require pro bono service for graduation, the School of Law students provide thousands of hours of legal services to individuals and organizations annually. The Clinical Guarantee ensures experiential opportunities including four in-house clinical programs (Criminal Law, Immigration Law, Business Start-ups and Veterans Appeals) and five clinical externship programs (Corporate Counsel, Environmental & Land Use, Judicial, Prosecution and Public Interest).
- The Pro Bono Collaborative (PBC), Semester-In-Practice, and association with the Rhode Island Center for Justice round out our limitless range of experiential education opportunities. The school offers five joint degree programs, and our unique Marine Affairs Institute (MAI) is also home to Rhode Island's Sea Grant Legal Program, which provides additional experiential opportunities through the Sea Grant Law Fellows Program.
- The Bar pass rates for 2017 graduates increased over 2016 in Rhode Island, Massachusetts, Connecticut, New York, and New Jersey. The law school's 85.3% bar pass rate places it ahead of 60 law schools according to the ABA data released from accredited law schools for 2015 graduates.
- The School of Law ranked 6th in the nation in the percentage of our 2016 graduates who worked in judicial clerkships within a year of graduation, and in 2017 ranked 27th for state and local clerkships, ahead of all other schools in New England, and substantially ahead of many of our most direct competitors.
- 32% of the 2018 entering class identify as racially or ethnically diverse; the class is comprised of 56% women and 44% men. Overall student diversity stands at 28%.
- In 2018, Justice Ruth Bader Ginsburg became the eighth United States Supreme Court Justice to visit RWU Law students, and the school regularly hosts live judicial proceedings conducted by state and federal courts and administrative agencies.

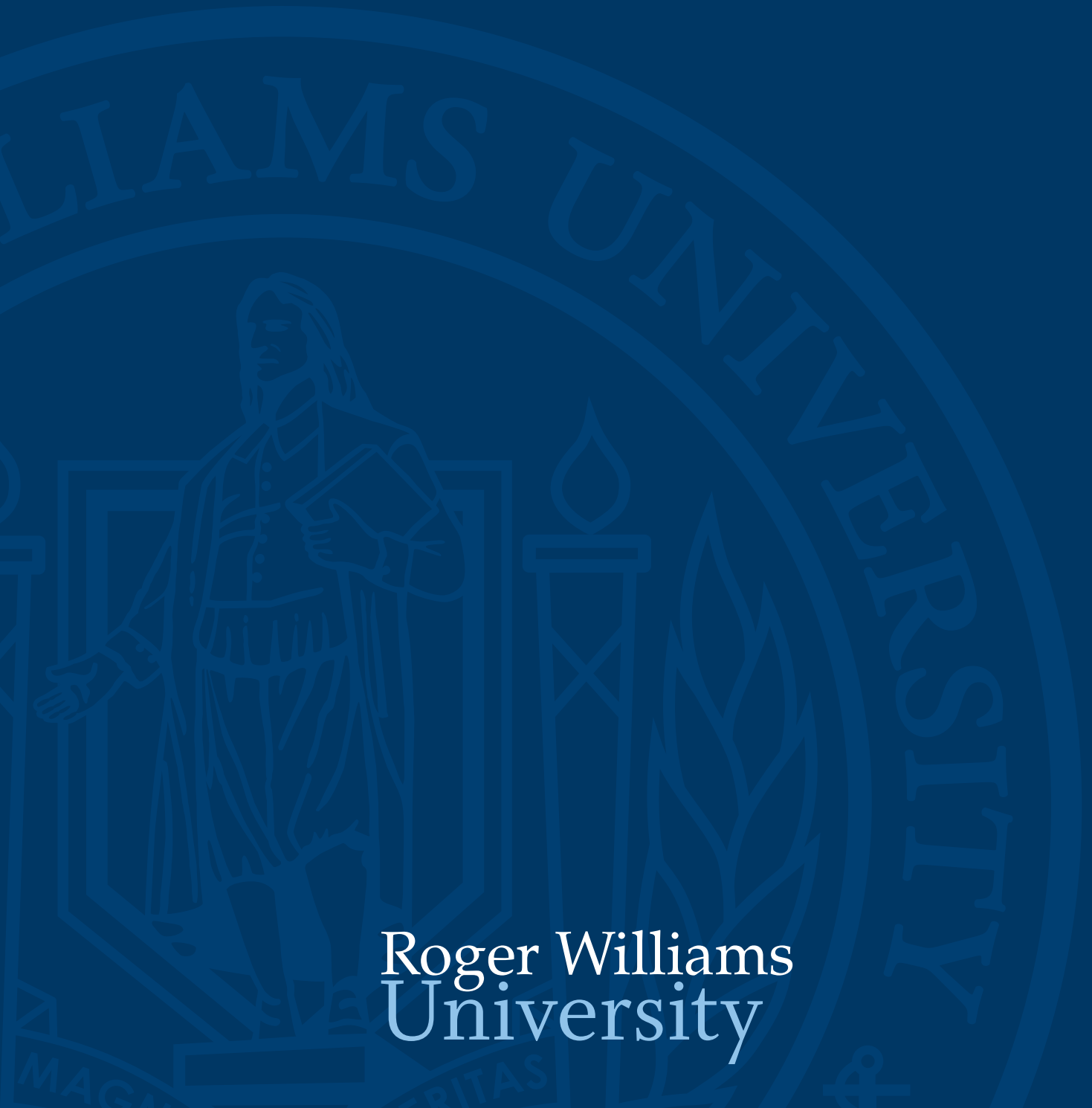
For More Information:

<https://www.rwu.edu/presidentsearch>

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