Position Specification

Rochester Institute of Technology
Dean, The Kate Gleason College of Engineering

October 9, 2015
POSITION SPECIFICATION

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<th>Position</th>
<th>Dean, Kate Gleason College of Engineering</th>
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<td>Institution</td>
<td>Rochester Institute of Technology</td>
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<td>Location</td>
<td>Rochester, New York</td>
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<td>Reporting Relationship</td>
<td>Dr. Jeremy Haefner</td>
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<td>Provost and Senior Vice President for Academic Affairs</td>
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<td>Website</td>
<td><a href="http://www.rit.edu/kgcoe">www.rit.edu/kgcoe</a></td>
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THE OPPORTUNITY

Rochester Institute of Technology, one of the largest private universities in the nation, is seeking applications and nominations for the position of Dean of the Kate Gleason College of Engineering. This position offers an exceptional opportunity for an energetic and visionary leader to partner with members of the talented faculty, student body, staff, and broader institute and national community to teach, promote, and reflect the value of the significant and integral role engineering disciplines play in today's complex world. RIT is a place where brilliant minds assemble and collaborate, where they pool together their individual talents across disciplines in service of big projects and big ideas. It is a vibrant community teeming with students collaborating with experts and specialists: a hub of innovation and creativity. It is an intersection of disciplines, a launching pad for a brilliant career, and a highly unique state of mind. At RIT, the future is envisioned each day and remade each day after. Dr. William W. Destler became president of Rochester Institute of Technology in 2007. He is the ninth president in the university’s 186-year history. Dr. Jeremy Haefner was appointed Provost and Senior Vice President for Academic Affairs at Rochester Institute of Technology in July 2008.

Rochester Institute of Technology

Founded in 1829, Rochester Institute of Technology is a privately endowed, coeducational university with nine colleges emphasizing career education and experiential learning. The campus occupies 1,300 acres in suburban Rochester, the third-largest city in New York state. RIT also has international programs in Eastern Europe, Dubai, and China. The RIT student body consists of approximately 15,400 undergraduate and 3,200 graduate students. Enrolled students represent all 50 states and more than 100 countries. There are 3,200 students from different racial and ethnic backgrounds, and 2,685 international students enrolled. RIT alumni number more than 114,000 worldwide. RIT is an internationally recognized leader in preparing deaf and hard-of-hearing students for successful careers in professional and technical fields. The university provides unparalleled access and support services for the more than 1,200 deaf and hard-of-hearing students who live, study, and work with hearing students on the RIT campus.

Cooperative education is integral to the mission of RIT, providing paid career-related work experience in many degree programs. RIT has the fourth-oldest and one of the largest cooperative education programs in the world, annually placing more than 4,100 students in more than 6,100 co-op assignments with more than 2,100 employers across the United States and
overseas. For more than 30 years, RIT has been recognized for educational quality and value in U.S. News & World Report. RIT has traditionally been listed among the top 10 regional universities since the magazine started its annual ranking of colleges in 1983. For more information on RIT rankings and recognition, visit www.rit.edu/overview/rankings-and-recognition.

The Kate Gleason College of Engineering

RIT’s College of Engineering is named in honor of Kate Gleason, in recognition of her significant personal and professional accomplishments and the ongoing support of the Gleason Foundation. Ms. Gleason, who died in 1933, was America’s first female engineering student and the first woman to be elected a member of the American Society of Mechanical Engineers. Today, RIT’s Kate Gleason College of Engineering (KGCOE) proudly continues a tradition of equal opportunity and excellence in engineering education.

The engineering program at RIT combines classroom and laboratory learning in technical areas with a broad liberal arts curriculum and cooperative work assignments to give students an education tuned to the 21st century wavelength. All of our undergraduate majors are five-year programs that include four years of academic study and approximately one year of paid cooperative education work experience in their career field. In the fifth year of study, students take two semesters of senior design where they take a problem from requirements definition through implementation and verification. This enhances their engineering education through a capstone design experience that integrates engineering theory, principles, and processes within a collaborative multidisciplinary environment. We have an outstanding record of achievement in engineering education (96% placement rate), producing graduates who are well versed in current engineering practice, educated to lead technical innovation and develop next-generation products and processes, and dedicated to continual improvement in their professional work. Business Insider ranked the KGCOE 27th globally overall as one of “The World’s Best Engineering Schools” in 2012. Still further, US News and World Report ranked RIT as 2nd among the “Most Innovative Schools” in their 2016 publication.

The KGCOE offers biomedical, chemical, computer, electrical, industrial, mechanical, and microelectronic engineering majors. Most of these incorporate industry-specific options that let students specialize to a greater degree. We also offer incoming students who are unsure of their desired major to participate in our engineering exploration program. This program allows students to take first-year courses that provide a foundation for entering the engineering major of their choice as a 2nd year student. The KGCOE also offers an accelerated dual Bachelors / Masters degree program, allowing students to complete both degrees in five years of course work. The KGCOE has also launched the nation’s first interdisciplinary Ph.D. program in microsystems engineering and a Ph.D. in engineering that focuses on industries (communications, energy, health care, and transportation) with challenging problems facing our society. These programs foster education and research that leverage the white space between disciplines, and augment our existing MS degree programs to support the rapidly growing research enterprise in the college. Further, recent advancements in the Gleason research portfolio include the establishment of the National Photonics Manufacturing Institute and the Center for Advanced Technology in Additive Manufacturing. Looking ahead, our College is well suited to continued research portfolio growth and it is expected that a greater emphasis will be placed on cutting-edge faculty research.

In fall 2015, the KGCOE had 2,868 undergraduate students (672 female) and 626 graduate students (97 female). Of the freshman class, 48.6% were in the top 10% of their high school
class. The freshman class also had a mean GPA of 93% and an average SAT of 1878 (615 CR/665 M/598 W). Our students enjoy close faculty-student relationships, and team-based problem solving. Students can also take part in undergraduate research or advanced independent study, and can work directly with faculty members who are investigating areas that interest students. Our faculty promote an academic environment that encourages creativity, the sharing of ideas, and an enriching quality of life for all students. In addition, our Women in Engineering Program offers special academic and career advising, professional development workshops, and opportunities to interact with alumnae who are mentors and role models.

Inspiration today, reality tomorrow. Creating, inventing, innovating, attacking challenges, solving problems, improving the quality of life—these are the driving forces for engineers. The KGCOE will lead in preparing students to meet the immediate and future needs of industry, applying research to address significant engineering challenges, and accelerating economic growth. The KGCOE mission includes:

- Educating students to meet the immediate and future needs of industry and to support the intellectual development and growth of its graduates throughout their careers
- Performing research that is focused on providing viable solutions to the real-world problems facing our global society
- Partnering with industry to accelerate economic growth both regionally and nationally

For a comprehensive look at RIT’s Kate Gleason College of Engineering, download the latest viewbook at www.rit.edu/upub/pdfs/Viewbook-Engineering.pdf. Additional information about the college can be found here: www.rit.edu/kgcoe.

**KEY RESPONSIBILITIES OF THE DEAN**

RIT seeks an exceptional leader to serve as its next Dean of the Kate Gleason College of Engineering. Reporting to and working with the Provost, and in coordination with the Deans from other colleges, the KGCOE Dean will have responsibility for the strategic, programmatic, financial, fundraising, and management operations that support the mission and vision of the College of Engineering and its role within RIT.

The Dean will:

- Lead the effort to define and execute a vision for the future by articulating KGCOE opportunities and challenges in a strategic planning process within the context of the RIT “Greatness through Difference” strategic plan
- Inspire and lead faculty, students, staff, and donors both intellectually and academically
- Collaborate with department chairs to recruit and retain distinguished teaching and research faculty at all levels with a renewed focus on diversity
- Inspire and reward excellence in teaching and learning at both the undergraduate and graduate levels
- Promote and enhance a strong, student-centric research agenda that enhances student education and the reputation of the university, drives economic development, and expands knowledge in the fields of engineering
- Attract and capitalize on external funding from industry partners, federal agencies, foundations, and passionate donors to support the KGCOE mission while meeting development goals within the context of a major capital campaign
• Strategically manage KGCOE resources including budget, facilities, faculty, staff and students in light of increasing student applications and enrollment and growing research activities.
• Collaborate within KGCOE and RIT to serve students with high quality academic programs, promoting excellence as well as diversity in undergraduate and graduate degree programs
• Develop and promote opportunities in emerging areas of engineering for new programs and interdisciplinary initiatives to maintain a strategic programmatic advantage
• Advocate internally for staff and resources to support a growing research agenda, faculty, and student population
• Identify, develop, and maintain industry and professional partnerships for the benefit of KGCOE students, faculty, staff, and alumni
• Serve as a public voice for KGCOE faculty, staff, and students to bring a heightened level of visibility within RIT, the region, and beyond

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The successful candidate will be an enthusiastic, well-balanced individual and will have the highest commitment to academic and scholarly standards. He/She must exhibit the ability to collaborate and the resourcefulness necessary to promote those standards successfully, and must be able to identify and develop academic excellence. As both an accomplished scholar and leader, compelling candidates will be able to inspire faculty, staff and students with a sense of momentum and purpose, identify and develop superior academic programs, and maintain a commitment to excellence in both undergraduate and graduate education and research.

Furthermore, qualified candidates will bring the following professional experience:

• An awareness of, and ability to capture, the unique facets of an institution to identify and manage its cultural, historical, and changing strengths and challenges;
• Proven track record of sustainably building an institution’s external reputation and identity even in light of complex changes in strengths, challenges, and opportunities over time;
• Experience using creativity to identify what an institution does well to build off of strengths in order to do even better with limited resources;
• An ability to not only recognize inter/multidisciplinary strengths and opportunities, but also has the capacity to institute a true give and take culture across departmental borders;
• In conjunction with faculty and other administrative leaders, has the ability to articulate a vision at a complex institution and to develop and implement a plan to achieve this vision;
• Experience undertaking large-scale changes in academic and research priorities and programs with a sensitivity to managing multiple stakeholder perspectives;
• Significant leadership, management, and financial experience in complex higher education or similar environment;
• Impeccable personal and professional integrity
• Navigating multiple stakeholder groups, managing initial ambiguity of identity, and advancing innovation and excellence on behalf of an organization;
• Experience in identifying and leveraging resources on behalf of an organization to better meet the demand of increasing student enrollment;
• Informed knowledge and appreciation of higher education: A commitment to and experience in supporting and cultivating a distinguished, accomplished, and diverse teaching and research faculty, deep respect for and engagement with students, coupled with a commitment to attract the strongest of them, preserving and extending their diversity at both undergraduate and graduate levels
LEADERSHIP CHARACTERISTICS

Compelling candidates shall demonstrate:

- **The ability to read and engage the college as whole**: can diagnose strengths, weaknesses, and potential; hires the best; comfortable managing all constituent groups; at ease; easy to talk to and get to know; listens attentively; has a positive outlook and sense of humor; deals calmly with stress and facilitates the success of others;
- **The ability to articulate a vision** for KGCOE including goals, accomplishments, and needs, to a broad range of external constituencies, including alumni, academic, government, and business and industrial communities;
- **Effective and functional leadership skills** needed to guide, mentor, and envision strategy;
- **An ability to solve complex problems** by interpreting and aggregating information in order to make informed decisions; an interest and commitment to the new and different; personal wisdom and experience to come to the best conclusion and solution;
- **An innovative mindset**, proven skill to imagine the future, informed by market trends;
- **Outstanding communication skills** and an engaging style with strong interpersonal skills;
- **Writes and presents effectively**: adjusts to fit the audience and keeps people informed;
- **Demonstrated ability to lead with transparency while building consensus**;
- **Promotes common causes**: leads people effectively; gets the most and best from all constituencies; inspires others to work collaboratively to own good ideas; measures accomplishments, holds people accountable; negotiates to achieve fair outcomes; inspires others; builds motivated, high-performing teams; understands what motivates different people and gives useful feedback; agile in managing multiple stakeholder groups;
- **Capacity for persuasion and advocacy** demonstrating the ability to lead sophisticated and effective development and fundraising activities;
- **A demonstrated ability to identify opportunities** and a willingness to seize those opportunities while assuming responsibility for appropriate risks;
- **Dedication to creating a diverse, open and inclusive environment** and to promoting all aspects of diversity at RIT and the KGCOE;
- **Be an effective strategist**: have broad interests and knowledge; can both create and bring exciting ideas to KGCOE and RIT; is comfortable speculating about alternative futures;
- **Strong critical thinking skills**: quickly separates the mission-critical from the trivial and irrelevant; is able to quickly focus on the next most relevant steps;
- **Organizational skills**: resourceful; effective and efficient at marshalling multiple resources to accomplish complex tasks and challenges; can work on multiple tasks at once while keeping the context for the larger institutional picture; foresees and plans around obstacles;
- **Comfortably confronts and works through conflict**: Takes on all issues, challenges, and people; deals promptly and fairly with human capital challenges; uses discretion and is appropriately transparent; is energized by tough challenges;
- **Makes a compelling first impression**: is easy to approach and talk to; relates well to people; builds solid relationships with stakeholders;
- **Is a person of high ethical character**: is consistent and acts in line with a clear and visible set of values and beliefs; is direct and truthful but at the same time can keep confidences;
- **Aware of self and impact on others**: is responsive to feedback; can navigate complex situations and opposing views to encourage collaboration across departments and colleges.
EDUCATION

The next Dean of the Kate Gleason College of Engineering should possess an earned doctorate or equivalent terminal degree with a record of distinguished scholarship, research, and teaching, suitable for appointment as a tenured full professor.

COMPENSATION

Rochester Institute of Technology offers an attractive compensation and benefits package, commensurate with the successful candidate’s background and experience.

NOMINATIONS AND APPLICATIONS

The Search Committee will begin reviewing candidates immediately and will continue until the position is filled. For priority consideration, please apply by **Monday, November 23, 2015**.

Applications should include 1) a detailed curriculum vitae, 2) a letter or statement summarizing the applicant's personal vision and relevant leadership experience, and 3) the applicant's preferred contact information. To ensure full consideration, inquiries, nominations and applications should be submitted electronically (single PDF files preferred) in confidence, to:

rit-kgcoe@kornferry.com

KORN FERRY CONTACTS

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<th>Paul Chou</th>
<th>Josh Ward, Ph.D.</th>
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At Rochester Institute of Technology, we are committed to building a culturally diverse community. We actively encourage women, people with disabilities, and members of minority groups to apply. RIT is an affirmative action/equal opportunity employer.