ROCHESTER INSTITUTE OF TECHNOLOGY
SEARCH FOR A PROVOST
AND SENIOR VICE PRESIDENT FOR
ACADEMIC AFFAIRS

THE SEARCH

Rochester Institute of Technology (RIT), a university defined by creativity and innovation, seeks a provost and senior vice president for academic affairs. This is an exceptional opportunity to join a dynamic institution on an exciting trajectory with a new president and a talented leadership team. RIT continues to expand its research and scholarly impact while building on its strengths as a student-centered institution that prepares creative and entrepreneurial change agents to better the world. The provost will be a leader with creative vision, strong management ability, extraordinary energy, integrity, and the personal qualities to inspire and lead the academic enterprise to new levels of excellence.

RIT was founded in 1829, and, today, is a nationally-ranked doctoral university with programs spanning engineering and technology, computing and information sciences, the fine arts and design, the liberal arts, healthcare and the sciences, and business. An early pioneer of practice-based and cooperative education, RIT remains an innovative and dynamic institution distinguished by its commitment to preparing students for success in a globally integrated society. Over the past 10 years, RIT has pursued a bold strategy that has resulted in advancement in every key institutional metric. Applications have increased 70 percent. Sponsored research has grown tenfold to $60M. Enrollment has grown 20 percent to nearly 19,000 students, with student quality and diversity simultaneously on the rise. Faculty have grown in number, diversity, and scholarly stature. Cooperative education, a pillar in the RIT educational philosophy, has thrived, both domestically and internationally, helping drive the university’s corporate relationships and exceptional post-graduation employment rate. This steep trajectory has been fueled by the inventive spirit and tireless effort of the RIT community and generously supported by the benefactors of the university. RIT announced, in December 2017, a $50 million gift—the largest in the institution’s history—to foster creativity and entrepreneurship and to fund initiatives in cybersecurity and artificial intelligence through facilities expansion and endowments to recruit and retain exceptional faculty and graduate students.

The provost will join RIT as the university is focused on its bright future and continued upward momentum. The president is leading the university community in a revision of the 2015-2025 strategic plan, “Greatness Through Difference.” The provost will be chiefly responsible for developing and implementing the academic agenda for the strategic plan. Specifically, they will...
lead efforts to grow and build the faculty across the university, stimulate further growth and
development of graduate education, continue the excellence of undergraduate programs,
encourage innovation and cross-disciplinary collaborations, and capitalize on RIT’s culture of
creativity.

RIT has retained the services of Isaacson, Miller to assist in this critical effort. Persons wishing
to apply for, nominate a candidate to, or inquire about the position are encouraged to contact
Isaacson, Miller, as noted at the end of this document.

For further information about RIT, please visit www.rit.edu. For more details and updates
regarding the search, please visit www.imsearch.com/6525.

MORE ABOUT RIT

RIT Today

RIT is the 10th largest private university in the United States in terms of full-time undergraduate
enrollment and is a vibrant, connected community that is home to diverse, ambitious, creative
students, faculty, and staff from around the world. Over the past decade, the university has
invested strategically and dedicated significant capital to achieve its ambitious plans for
infrastructure that support the world class education, research, and technology development that
occur on campus. The university ranking has moved accordingly, and in 2017, RIT jumped 10
places in the U.S. News and World Report ranking to 97th among National Universities. RIT has
over 120,000 alumni around the world. Its endowment is currently valued at $762 million, and
the university benefits from exceptional financial management. To view more of RIT’s rankings
and recognition, visit www.rit.edu/overview/rankings-and-recognition.

For the 2017-2018 year, the faculty included 1,089 full-time and 446 part-time members. The
Division of Academic Affairs has a total of 1,065 staff, or approximately 42% of the staff at the
university. As of fall 2017, the university enrolled 18,963 full and part-time students (15,741
undergraduate and 3,222 graduate students) who hail from all 50 states and more than 100
nations. Nearly 3,500 students from diverse racial and ethnic backgrounds are enrolled on the
main campus along with approximately 2,700 international students. An additional 2,200
students are enrolled at RIT’s international campuses in Croatia, Kosovo, the United Arab
Emirates, and China.

RIT has steadily grown its masters and doctoral programs, and, in 2016, the Carnegie
Classification of Institutions of Higher Education reclassified the university from “Masters –
Comprehensive” to “Doctoral University – Moderate Research Activity.” More than 90 graduate
programs are available on a full-time, part-time, online, and evening basis. RIT created the
nation’s first Ph.D. programs in imaging science, microsystems engineering, sustainable
production systems, and mathematical modeling. In addition, it offers Ph.D programs in
Astrophysical Sciences and Technology, Color Science, Computing and Information Sciences,
and Engineering. RIT currently enrolls nearly 300 Ph.D. students.

The University Council is an integral part of the shared governance model of leadership at RIT.
It brings together representatives from the three governance groups of the university: Academic
Senate, Staff Council, and Student Government. The president, the provost, vice presidents, and deans are also represented on the Council, which addresses university-level policies and facilitates communication among the constituents of the university.

**Academic Programs**

Today, RIT offers more than 200 academic programs in nine colleges and two degree-granting units:

- College of Applied Science and Technology
- B. Thomas Golisano College of Computing and Information Sciences
- Kate Gleason College of Engineering
- College of Imaging Arts and Sciences
- College of Science
- Saunders College of Business
- National Technical Institute for the Deaf
- College of Liberal Arts
- College of Health Sciences and Technology

Other degree-granting academic units include the School of Individualized Study and the Golisano Institute for Sustainability. Through the National Technical Institute for the Deaf (NTID), RIT has achieved international prominence as a leader in preparing deaf and hard-of-hearing students for successful careers in professional and technical fields. NTID was created by federal law in 1965 under President Johnson and RIT was selected as its sponsoring institution in 1966. The university provides unparalleled access and support services for the more than 1,100 deaf and hard-of-hearing students who live, study, and work with hearing students on the RIT campus.

RIT is committed to expanding opportunities for global education, international connections, work experience, and cultural exchanges. It is home to six global campuses: Dubrovnik and Zagreb (Croatia), Dubai (United Arab Emirates), Pristina (Kosovo), and Beijing and Weihai (China). One important aspect of RIT’s global education is the emphasis on international study and other enriching experiences through international research and co-op opportunities. In addition to a Department of Modern Languages and Cultures that teaches 10 different languages, RIT offers a broad range of study abroad options, with over 400 programs in 50 countries.

RIT programs are distinguished by an applied, real-world orientation—instruction blends both theoretical and practical approaches, and students often conduct research and special projects within an employer’s facility. Approximately 20 percent of credits across the university are delivered via online methods. RIT Online’s system of modular courses, stackable credentials, and accelerated options allows students to efficiently and affordably pursue an RIT master’s or bachelor’s degree, an RIT certificate, or a new competency. The partnership RIT has created with the popular learning platform, edX, serves as another pathway for students to enter the university.
RIT’s cooperative education program is the fourth-oldest and one of the largest in the world. More than 4,400 students are placed annually in more than 6,000 work assignments with some 2,200 employers across the United States and overseas. Notably, many work assignments are on the West Coast. Silicon Valley is home to 4,000 RIT alumni and RIT students who are participating in 500 internships there at any given time.

President Munson

Dr. David C. Munson Jr. became the 10th president of Rochester Institute of Technology in 2017. Dr. Munson, a national leader in higher education, brings 38 years of experience to the role, which includes serving as the Robert J. Vlasic Dean of Engineering at Michigan from 2006 to 2016. During his tenure as dean, the College of Engineering grew in size and stature, becoming one of the most innovative and impactful engineering institutions in the country. Dr. Munson earned his BS degree in electrical engineering (with distinction) from the University of Delaware in 1975. He earned MS and MA degrees in electrical engineering from Princeton University in 1977, followed by a Ph.D. in electrical engineering in 1979, also from Princeton.

Financials

RIT has benefited from strong administrative leadership and has achieved a robust financial position. The university has maintained balanced budgets for more than four decades, and Moody’s Investor Services most recent rating on the university’s revenue bonds was A1 (December 2015.)

The operating budget for fiscal year 2017-2018 is $611 million. The total operating revenue for the year ending June 2017 was $598 million, up from $582 million for the prior year. The draw from endowment has remained approximately 4 percent. The predominant source of revenues is net tuition and fees constituting 53 percent of the preliminary budget in 2017. RIT’s annual undergraduate cost of attendance is $52,734 for the 2017-18 academic year; the university’s average discount rate is 38.7 percent.

Rochester, New York

Situated between Lake Ontario and the Finger Lakes, Rochester is the third largest metropolitan area in New York. The region is rich in cultural and ethnic diversity and is known for its intellectual capital and innovation. Scientific Reports named Rochester 18th among “the world’s leading science cities,” and the New Republic labels Rochester as one of the most innovation-intensive metro areas in the country. Atlantic Magazine listed Rochester as one of 35 innovation hubs in the country, based on start-up companies, patents, and entrepreneurs per capita. Rochester is a five-hour drive to New York City and a three-hour drive to Toronto. Its airport includes non-stop flights to 18 cities in the U.S. and Canada.

The region has an exceptional quality of life, with extensive cultural amenities and recreational activities, affordable healthcare and cost of living, and excellent schools. Rochester offers the arts, music, restaurants and nightlife of a big city with the ease and comfort of a small town, and is one of the least-congested cities in the U.S., with an average commute of under 20 minutes.
Outdoor activities abound and include hiking, cycling, water sports, and skiing. The Finger Lakes provide beautiful vistas and an ideal micro-climate for more than 100 wineries. The region has been ranked 6th among 379 metro areas by *Places Rated Almanac* as one of the “Best Places to Live in America” and 1st by *Expansion Management Magazine*’s ranking of metro areas having the best quality of life in the nation.

RIT is viewed as one of the region’s leading economic drivers and plays an increasingly significant role in the region’s business attraction and retention initiatives. It is an important source of talent for strategic hi-tech industries such as photonics, computing, and advanced manufacturing.

**THE OFFICE OF THE PROVOST**

The provost is RIT’s chief academic officer, overseeing the Division of Academic Affairs, which includes more than 15 offices, departments, and support units working in concert to support students and faculty at RIT. Reporting to the president and board of trustees, the provost’s key responsibilities include shaping and driving the academic mission of the university by:

- Building and maintaining a vibrant faculty with superior teaching and scholarship achievements.
- Managing, developing, and assessing all RIT degree programs, including the academic program portfolio at the graduate and undergraduate levels.
- Overseeing a large staff that leads a broad distribution of academic support programs for the university, the directors of the RIT international campuses, and the RIT college deans, all of whom report to the provost.
- Increasing the diversity of RIT's students and faculty.
- Leading the internationalization of the RIT academic curriculum.
- Ensuring the quality of faculty teaching and scholarship in support of student learning experiences.
- Ensuring that RIT has the highest quality facilities for its academic programs.
- Supervising the academic affairs budgets overall.

In addition to those listed above, direct reports to the provost include a senior associate provost, the assistant vice president for academic affairs, the associate provost for international education, the director of RIT libraries, and the director of summer program and resource efficiency.

RIT is establishing a new position of associate provost for faculty affairs, which will be filled after the provost is named. The office of faculty affairs will focus on the totality of faculty issues, including recruitment, development, retention, and climate, with the goal of recruiting and supporting top-notch faculty, and creating the environment where they can do their best work.

**CHALLENGES AND OPPORTUNITIES FOR THE NEXT PROVOST**

The next provost will build upon the university’s distinctive academic strengths to sustain and accelerate its development as a student-centered, world-class research university. Key challenges
and opportunities ahead for the next provost include:

**Lead the academic vision and implement the plan**

The provost will work with the president and other leadership to translate the major themes of the revised “Greatness Through Difference” strategic plan into a set of actions with a clear list of priorities and metrics. In this realm, the provost will lead or be a key player in efforts related to student success, research expansion, the growth of graduate education, especially in Ph.D. programs, and aggressive faculty hiring. One of the overarching goals of the plan is to enhance the opportunities for students and faculty by supporting a well-rounded institution through strategic growth in colleges such as liberal arts, health sciences, and business, to complement institutional strength in technology, arts, and design. The provost will play a critical role in enhancing student choice and options. This work will build on the university’s strength in cooperative and experiential education, expanding and developing these efforts to allow for more international and community engagement. The provost will champion innovations in educational delivery and establish new areas of excellence in which RIT can establish a global reputation for excellence.

**Facilitate the continued growth of research and scholarship**

The provost will be integral to continuing the remarkable expansion of research at RIT. The provost will recognize and appreciate the scholarly contributions being made across campus and will work closely with the vice president for research and the deans to pursue research opportunities in a purposeful way that builds upon RIT’s strengths. The provost must also work collaboratively to develop support systems that will lead to even higher levels of research success and make the university a more attractive place for faculty with ambitious research goals. Supporting the libraries, grant writing expertise, and other resources vital to sustaining a thriving research community will be important tasks. Many faculty arrived at RIT when its goals and expectations were radically different than they are today. Thus, it will be incumbent on the provost to effect change while being respectful of the university’s culture and history and communicating how the university’s teaching, research, and service missions do not merely co-exist, but complement and strengthen one another.

**Recruit an increasingly distinguished faculty**

The university is focused on enhancing academic excellence and is committed to hiring more tenure track faculty across all disciplines. RIT recognizes that it must continually raise the bar in faculty recruitment. Therefore, the provost must be opportunistic and creative, working closely with deans to provide support for faculty hires that can transform departments or build major research initiatives. The provost will think strategically with deans about where they are best positioned to compete, and hold faculty recruits and academic leadership to the highest standards of teaching, research, and scholarship.

**Work with the deans to enable connections across colleges**

The university has developed a broad array of interdisciplinary programs and made many joint
hires across units. RIT’s breadth and collaborative culture offer an opportunity for the university to become a global leader in STEAM and other areas of intellectual convergence. By establishing incentives for collaboration, breaking down barriers between disciplines, and fostering a team culture among the deans, the provost will ensure that RIT is leveraging all of its assets.

**Champion RIT and its achievements to an expanding audience**

As the academic leader of a university that continues to develop a more significant national and international profile, the provost must tell a compelling story of the work of students, faculty, and staff to a variety of audiences—from funding agencies to alumni to employers. The provost will have the opportunity to tell the story of how far RIT has come and to outline its bold academic ambitions. President Munson will take the lead in philanthropic efforts, but the provost will be a key contributor in fund raising efforts, especially given the emphasis on student support and faculty development in the strategic plan.

**Enhance diversity at all levels of the faculty and academic enterprise**

The provost, in concert with the vice president of diversity and inclusion, will lead a strategy around the recruitment and retention of diverse faculty. The university’s strategic plan outlines goals around diversity and inclusion, specifically calling for inclusive excellence for all faculty and staff in the areas of professional development and promotion, which are key areas not only in recruitment but particularly in the retention of faculty.

The provost and the associate provost for faculty affairs will work to understand the specific factors that have impacted faculty success and retention rates for historically underrepresented faculty at RIT and work to improve those rates. This work will be informed by work done through AdvanceRIT and ongoing initiatives to improve success of women and faculty of color started under the NSF ADVANCE grant, which expires later this year.

**Provide leadership to academic planning and resource allocation**

The provost will work closely with the senior vice president and treasurer to identify resources that will drive excellence, entrepreneurial initiative, and intellectual and resource collaboration. This process should be clear and transparent, and it should enumerate investment plans that are closely aligned with the objectives of the strategic plan.

**THE SUCCESSFUL CANDIDATE**

The search committee understands that no single candidate may have all of the ideal qualifications, but it seeks candidates with the following experiences, abilities, and characteristics:

- An earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching requisite for an appointment as a tenured full professor at RIT;
• A broad and original thinker with demonstrated success in leading change and shifting culture, while also respecting institutional history;
• A track record of success in academic enhancement, administration, and creative problem solving in a complex institution;
• A faculty champion with a demonstrated history of advocating for and developing faculty at all levels;
• Impeccable academic judgment. A record of appreciating excellence across disciplines and participating in the successful recruitment and retention of a superb faculty;
• Outstanding listening and communication skills; an articulate communicator who can inspire and engage others;
• Capacity to build consensus and develop an overarching vision; the ability to make tough decisions and take risks, coupled with courtesy, respect, and a consultative approach;
• Entrepreneurial spirit and drive; a deep understanding of sponsored research activity in an academic setting, and an eye for new opportunities;
• A data-driven manager with a track record of building strong teams; the ability to set priorities in a complex environment and delegate authority effectively; a commitment to accountability and results;
• A demonstrated commitment to diversity and inclusiveness; sensitivity and broad experience with diverse students, faculty, and communities, including a track record of achieving a more representative community;
• A commitment to shared governance, embracing a respectful dialogue and transparency with the university community writ large; experience with faculty and shared governance entities;
• An appreciation of the role of the university in economic development;
• A collaborative team player with superior personal skills and emotional intelligence;
• A sense of humor that adds joy to day-to-day work and aids in diffusing challenging situations;
• Utmost integrity and an impeccable record of ethical behavior.
TO APPLY

RIT has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as directed below.

John Muckle, Vice President
Greg Esposito, Principal
Karen McPhedran, Associate
Isaacson, Miller
www.imsearch.com/6525
263 Summer Street
Boston, MA 02210
Phone: (617) 262-6500

RIT does not discriminate. RIT promotes and values diversity, pluralism and inclusion in the workplace. RIT provides equal opportunity to all qualified individuals and does not discriminate on the basis of race, color, creed, age, marital status, sex, gender, religion, sexual orientations, gender identity, gender expression, national origin, veteran status or disability in its hiring, admissions, educational programs and activities.

RIT provides reasonable accommodations to applicants with disabilities under the Rehabilitation Act, the Americans with Disabilities Act, the New York Human Rights Law, or similar applicable law. If you need reasonable accommodation for any part of the application and hiring process, and you wish to discuss potential accommodations related to your application for employment at RIT, please contact Isaacson, Miller as indicated above.
APPENDIX

Institutional History

From its beginnings, RIT has been deeply connected to the educational and practical training needs of citizenry and industry. The university’s roots go back to 1829 when the city’s founder established the Rochester Athenaeum, a literary society that offered public lectures and debates and attracted such luminaries as Ralph Waldo Emerson and Oliver Wendell Holmes. In 1891, the Athenaeum merged with the Mechanics Institute, which had been created and funded by local business and community leaders to provide technical training to meet local industry’s growing demand for skilled workers. The merged institution – the Rochester Athenaeum and Mechanics Institute – combined cultural education and practical technical training. In 1912, cooperative education was added to the programmatic mix and the core foundation was in place for Rochester Institute of Technology, as it has been named since 1944.

Faculty

RIT is a student-centered university, and RIT faculty are deeply committed to this mission. From graphic artists and engineers to scientists and management specialists, RIT faculty apply rich experience in their professional fields, as well as involvement in basic and applied research and consulting, to student education.

For the 2017-2018 year, the faculty included 1,089 full-time and 446 part-time members. Seventy percent of the full-time faculty are tenured or are on the tenure track. Underrepresented minorities account for approximately 11 percent of tenured and tenure-track faculty. Approximately 33 percent of tenured and tenure-track faculty are women.

RIT fosters a close educational relationship between faculty and students, recognizing the critical impact mentorship can have on the students’ future professional and personal lives. As a result, RIT’s student faculty ratio is 14:1, with an average class size of 23. RIT faculty are talented and diverse. They include Pulitzer Prize recipients, leaders of national organizations, and trail blazers in gaming, access technology, sustainability, science and mathematics, engineering, and the humanities. RIT faculty and students produce groundbreaking work that resonates beyond their fields of study. In 2016, they were key players in confirming the existence of gravitational waves predicted in Einstein’s general theory of relativity.

Over the past decade, RIT’s work to analyze and address faculty issues has benefitted from the National Science Foundation’s ADVANCE program, first through a CATALYST self-study grant and then through an ADVANCE Institutional Transformation grant, which will expire this year. The grants provided support for a breadth of work to study and begin to address issues of retention and promotion of women faculty in academic science and engineering. The Institutional Transformation grant and university funds support AdvanceRIT, a long-term, multifaceted project at the university to pursue the goals of examining the unique challenges experienced by women faculty of color and deaf and hard-of-hearing faculty and adapting interventions to address the needs of these key sub-populations.
Students and Student Life

RIT enjoys an extraordinary mix of creative, multi-talented students whose imagination, intellectual curiosity, and passion for learning are a perfect fit with RIT’s interdisciplinary, experiential, and collaborative educational model. They are ambitious, and hardworking, excelling in a variety of disciplines inside the classroom and making grand contributions outside of the classroom in research, business, writing, and the arts. First-year students for the fall 2017 semester had mean combined SAT scores of 1,283 and a mean ACT composite score of 29. RIT has been consistently selective and has sustained the academic quality of the student body while broadening its geographic diversity. The presence of NTID students, studying and living side-by-side with students enrolled in the academic colleges at RIT adds a social, cultural, and educational dynamic not found at any other university.

There are more than 300 student clubs and organizations on campus, providing opportunities for service, leadership development, and socializing, as well as 33 Greek letter organizations and 22 NCAA Division III teams and two NCAA Division I teams.

Governance and Administration

RIT is governed by the Board of Trustees consisting of 49 active trustees, including the president of the university and representatives of the Alumni Association Board of Directors, the Women's Council of RIT, and the National Advisory Group of the National Technical Institute for the Deaf, and 31 individuals holding emeritus or honorary status.

Sponsored Research

Sponsored research and annual grants and contracts income has doubled over the past five years, exceeding $60M in FY17. External research funding is provided by a variety of federal and state agencies, private foundations, and corporate sponsors including National Science Foundation, the National Institutes of Health, the Department of Education, the Department of Defense, and the National Aeronautics and Space Administration. RIT is the lead member on several of the federally sponsored National Network of Manufacturing Innovation institutes and hosts the New York State funded Center of Excellence in Sustainable Manufacturing, Center of Advanced Technology for Additive Manufacturing and Multifunctional Printing, and the New York State Pollution Prevention Institute.

NTID is known globally as the expert in educational delivery systems for deaf and hard-of-hearing students. Its research is supported by a wide variety of funding agencies, and its research findings appear regularly in prestigious peer-reviewed publications.

Campus

RIT is located in Henrietta, a suburb of the City of Rochester. The RIT campus encompasses 240 academic, residential, and student life buildings on over 1,300 acres and has seen a dramatic improvement in its physical facilities over the past decade. The enhanced physical beauty of the campus comes from the interplay of natural and park-like settings with modern buildings, architectural features, and artwork prominently on display. Comfortable spaces throughout
campus offer places to relax or work on projects and team assignments. The Princeton Review consistently ranks RIT among the most connected campuses in the country.

The physical footprint of the university has grown considerably in recent years. RIT’s MAGIC Center (Media, Arts, Games, Interaction, and Creativity), launched in 2013, connects the university’s internationally-ranked academic programs with state-of-the-art facilities needed to commercialize gaming, film and animation, graphic design, and imaging science projects. MAGIC works with companies, university partners, community colleges, and K-12 institutions to spur economic development. New York State, Cisco Systems Inc., Dell, and The Wegman Family Charitable Foundation contributed more than $30 million in funding toward MAGIC.

A new home for the College of Applied Science and Technology opened in 2008 as RIT’s first green building, earning the U.S. Green Building Council’s Gold Leadership in Energy and Environmental Design (LEED). This was quickly followed by the University Services Center, which includes the glass-enclosed, circular Simone Center for Student Innovation and Entrepreneurship. The 54,000-square-foot facility is the first building in Monroe County to be certified LEED Platinum. In 2013, the Golisano Institute for Sustainability (LEED Platinum) opened its doors to serve as a center for sustainability research, technology transfer, education, and outreach and provides a showcase for green construction and design. The College of Health Sciences and Technology, created in 2011 as RIT’s ninth college, opened the Clinical Health Sciences Center in 2015. The Center houses the Wegmans School of Health and Nutrition and Rochester Regional Health Family Medicine, a primary care office for RIT faculty, staff, dependents, and the community.