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ROCHESTER INSTITUTE OF TECHNOLOGY SEARCH FOR AN ASSOCIATE PROVOST FOR FACULTY AFFAIRS

THE SEARCH

Rochester Institute of Technology (RIT), a university defined by innovation and creativity, with programs spanning STEM to the fine arts, seeks an inaugural Associate Provost for Faculty Affairs (APFA). The APFA will be a creative and thoughtful individual who will partner with stakeholders across campus to create programs, policies, and a support structure to aid in the recruitment, retention, development, and promotion of faculty.

Founded in 1829, RIT was an early pioneer in practice-based and cooperative education. Today, RIT is a premier career-oriented doctoral university with strong programs in engineering and technology, computing and information sciences, the fine arts and design, the liberal arts, healthcare and the sciences, and business that prepares students for success in a globally integrated society. Over the past 10 years, RIT has seen advancement in every key institutional metric. Applications have increased 70 percent. Enrollment has grown 20 percent to nearly 19,000 students, with student quality and diversity simultaneously on the rise. Cooperative education, a pillar in the RIT educational philosophy, has thrived, both domestically and internationally, helping fuel the university's exceptional post-graduation employment rate. Faculty have grown in number, diversity, and scholarly stature as RIT has increased its research productivity while remaining deeply student-focused. A \$1 billion fundraising campaign publicly announced in July 2018 will focus on continuing to advance these hallmarks of the university.

Overseeing the Office of Faculty Affairs and reporting to the Provost and Executive Vice President for Academic Affairs, the inaugural associate provost will be a champion for the training and advancement of faculty across the university, and where applicable, its global campuses, with the opportunity to broadly influence the direction of faculty and academic affairs, leading and coordinating university-wide practices and policies associated with faculty work. In addition to collaborating in the recruitment and retention of top-tier faculty, the associate provost will be responsible for the creation or revision of new faculty onboarding and orientation as well as mentorship and leadership training for current and future department chairs. The associate provost will also work closely with the Vice President for Diversity and Inclusion to promote recruitment and retention of diverse faculty.

The APFA will be a trusted colleague in the provost's cabinet and will work closely with deans to develop strategies to support faculty while serving them in an advisory role on faculty issues as needed. The associate provost will also work closely with the academic senate, taking an active role in policy formation and representing the provost in various university governance groups

pertaining to faculty. The APFA will be a tenured faculty member who possesses a keen understanding of the wide-range of faculty issues and has demonstrated experience in helping faculty achieve professional success.

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 <http://www.rit.edu/academicaffairs/associate-provost-faculty-affairs>.

RIT BACKGROUND

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.

RIT Today

Today, RIT is one of the world's leading innovative institutions, a vibrant, connected community that is home to diverse, ambitious, creative students, and faculty from around the world. RIT attracts top-flight research-active faculty who are passionate about their teaching mission. Over the past decade, the university has invested significant capital to improve its education, research, and technology infrastructure. RIT jumped 10 places in the U.S. News and World Report ranking and in 2017, now ranking 97 among National Universities. The 10th largest private university in the nation in terms of full-time undergraduate enrollment, RIT counts over 120,000 alumni around the world. Its endowment is currently valued at \$762 million, and the university benefits from sound financial management. To view more of RIT's rankings and recognition, visit www.rit.edu/overview/rankings-and-recognition.

In July 2018, RIT announced "Transforming RIT: The Campaign for Greatness." The largest fundraising campaign in university history, the blended campaign has set a goal of \$1 billion to be raised from a variety of investors, including alumni and friends, government and corporate partners, and research foundations and agencies. The campaign had raised \$530 million at the time of the announcement and is focused on initiatives that will advance RIT across several areas. Stated goals include: "attracting exceptional talent," "enhancing the student experience," "improving the world through research and discovery," and "leading future special initiatives."

As of fall 2017, the university enrolled 18,963 full and part-time students (15,741 undergraduate and 3,222 graduate students) who represent all 50 states and over 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, United Arab Emirates, and China.

Through the National Technical Institute for the Deaf (NTID), one of nine academic units on campus, 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 well known for its commitment to undergraduate students and, increasingly, for offering a broad range of innovative graduate programs that combine the theoretical with practical applications and align with demonstrated needs in the marketplace. RIT has steadily grown its doctoral programs; in 2016, the Carnegie Classification of Institutions of Higher Education reclassified the university from "Masters – Comprehensive" to "Doctoral University – Moderate Research Activity." In May 2016, RIT awarded 35 doctoral degrees in eight Ph.D. programs and currently enrolls nearly 300 Ph.D. students.

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

- College of Engineering Technology
- B. Thomas Golisano College of Computing and Information Sciences
- Kate Gleason College of Engineering
- College of Art and Design
- 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 within University Studies and the Golisano Institute for Sustainability.

Academic Programs

RIT offers a broad set of academic programs, spanning engineering and technology, computing and information sciences, the fine arts and design, the liberal arts, healthcare and the sciences, and business, all distinguished by an applied, real-world orientation. RIT offers a rigorous education that emphasizes learning by doing. Faculty take every opportunity to make learning a hands-on experience and to stress the practical application of knowledge.

At the undergraduate level, RIT offers more than 200 programs and degrees – Certificate, Diploma, Associates (NTID), Bachelor of Science, and Bachelor of Fine Arts – across an unusual breadth of educational offerings, including such programs as microelectronic and software engineering, imaging science, film and animation, gaming and media-centric computing, biotechnology and molecular bioscience, physician assistant, international business, and psychology.

Instruction blends both theoretical and practical approaches, and students often conduct research and special projects within an employer's facility. More than 90 graduate programs are available on a full-time, part-time, on-line, and evening basis, leading to the Master of Science, Master of Engineering, Master of Fine Arts, Master of Science for Teachers, Master of Architecture, and Master of Business Administration degrees, as well as eight Ph.D. programs: astrophysical sciences and technology, color science, computing and information sciences, imaging science, engineering, microsystems engineering, sustainability, and mathematical modeling. RIT created the world's first Ph.D. programs in imaging science, microsystems engineering, sustainable production systems, and mathematical modeling.

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.

An increasing emphasis on international study and experience is also part of the RIT education today. 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, including global campuses in Dubrovnik and Zagreb (Croatia), Dubai (United Arab Emirates), Pristina (Kosovo) and China (Beijing and Weihai).

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 tenure track. Under-represented 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.

Students and Student Life

RIT students are talented, ambitious, and hard-working. First-year students for the fall 2017 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 1,100 deaf and hard-of-hearing students enrolled in RIT's National Technical Institute for the Deaf (NTID) adds a social, cultural and educational dynamic not found at any other university.

The RIT experience outside the classroom provides opportunity for student leadership, engagement, success, and personal growth. The main pedestrian thoroughfare, called the "Quarter Mile," stretches through the center of campus and provides the focus for a range of activities and services. Over 7,000 students reside in university housing, offering a variety of living accommodations and special interest living options. 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.

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 Engineering 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.

Rochester, New York

Situated between Lake Ontario and the Finger Lakes, Rochester is the third largest metro area in New York. The region is rich in cultural and ethnic diversity (16 percent African and Latin American and 7 percent of international origin) 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* reports 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 and its airport includes non-stop flights to 18 cities in the U.S. and Canada.

The region has an exceptional quality of life, with cultural amenities and recreational activities; affordable healthcare and cost of living; excellent schools; and the arts, culture, sports, and nightlife of a big city with the ease and comfort of a small town. Rochester is one of the least-congested cities in the U.S., with an average commute of under 20 minutes. 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.

Governance and Administration

Rochester Institute of Technology is governed by the Board of Trustees. The RIT Board consists 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.

University Council is an integral part of shared governance 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.

The Academic Senate consists of 44 members, 36 of whom are elected to three-year terms by faculty in their colleges. The Associate Provost for Faculty Affairs will be a non-voting member of the Academic Senate and will sit on the senate's Faculty Affairs Committee as a designee of the provost. Serving as ex-officio members are the Provost (voting), one Vice-President (officio, voting), two Academic Deans (voting), VP and Associate Provost for Diversity and Inclusion (non-voting), the Director of RIT Libraries (non-voting), the Chair of Staff Council (voting), and the President of the Student Government (voting).

President Munson

Dr. David C. Munson Jr. became president of Rochester Institute of Technology in 2017. Dr. Munson, the former dean of the University of Michigan's College of Engineering, is the 10th president of the university.

Dr. Munson has 38 years of experience in higher education, which includes serving as the Robert J. Vlasic Dean of Engineering at Michigan from 2006 to 2016. Dr. Munson earned his BS degree in electrical engineering (with distinction) from the University of Delaware in 1975. He earned an MS and MA in electrical engineering from Princeton University in 1977, followed by a Ph.D. in electrical engineering in 1979, also from Princeton.

From 1979 to 2003, Dr. Munson was with the University of Illinois, where he was the Robert C. MacClinchie Distinguished Professor of Electrical and Computer Engineering, Research Professor in the Coordinated Science Laboratory and a faculty member in the Beckman Institute for Advanced Science and Technology. In 2003, he became chair of the Department of Electrical Engineering and Computer Science at the University of Michigan prior to becoming dean.

Provost Granberg

Ellen Granberg was appointed Provost and Senior Vice President for Academic Affairs at Rochester Institute of Technology in July 2018. As provost, Dr. Granberg is RIT's Chief Academic Officer in charge of the education and research missions of the university.

In support of campus priorities, Dr. Granberg oversees a number of strategic initiatives for RIT including expanding the research profile of RIT, building graduate education, and sustaining RIT's excellence in undergraduate education at both its Henrietta NY main campus and its six international campuses.

Prior to her appointment at RIT, Dr. Granberg served as senior associate provost at Clemson University, one of the nation's top 25 public universities. Among her accomplishments at Clemson are co-leading development and implementation of its strategic plan, an increased focus on

research, improving student retention and growing the proportion of students from underrepresented groups. She also led efforts to revamp faculty hiring, putting in place new search procedures and an enhanced post-doctoral pipeline program that resulted in increasing the number of underrepresented faculty by 40 percent since 2015.

Dr. Granberg earned a Bachelor of Arts degree in history from UC Davis and spent 11 years working for Pacific Bell in the San Francisco Bay area as a project manager and technical director in software development. In 1995, she left industry to pursue advanced degrees, earning her Ph.D. in sociology from Vanderbilt University in 2001. That same year, she joined the faculty at Clemson, and went on to be promoted to chair of the department of sociology and anthropology, associate provost for faculty affairs and senior associate provost.

The Office of Faculty Affairs

Reporting to the provost and senior vice president for academic affairs, the associate provost will be responsible for the Office of Faculty Affairs. The creation of the office indicates a commitment on the part of the university to ensure it is supporting faculty during a time of growth and change at RIT. Over the course of the past several years, and through the inauguration of President Munson, the research productivity of university faculty has continued to grow. These changes have led RIT to explore new and different ways to support its faculty. The office will pull together functions from a variety of units and positions at RIT, including the Innovative Learning Institute (ILI) and faculty associates with the goal of creating a more coordinated effort at the university to address the wide range of issues impacting faculty and their careers.

Innovative Learning Institute

The ILI includes faculty career and development, RIT online, and teaching and learning services. It coordinates the development, adoption, and promotion of effective teaching and learning in higher education at RIT and around the world. Through its two entities – Teaching & Learning Services (TLS), and the outward-facing RIT Online – the ILI anticipates, assesses, and responds to trends in higher education by: supporting faculty experimentation across disciplines; exploring flexible learning options; providing exceptional experiences for students; and leveraging new technologies and pedagogies to strengthen RIT’s presence globally.

Through Teaching & Learning Services, the ILI systematically encourages innovative teaching and learning projects in all RIT Colleges, including technology-enhanced and online course formats. TLS supports faculty in designing courses, applying appropriate academic technologies, developing media, and using classroom technology resources.

Through RIT Online, the ILI advances online learning at RIT, providing students with a robust, engaging, success-oriented experience; a continually expanding array of demand-based online programs; and exceptional social, academic, and technical support. 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. The ILI will benefit directly from a recent \$50 million gift to RIT, from a 2009 alum, which includes \$17.5 million to launch the Maker Library & Innovative Learning Complex of the Future. This new facility will connect RIT's Wallace Center and the Student Alumni Union.

Faculty Associates

The associate provost will also oversee three faculty associates: a faculty associate for African American, Latin American, Native American (AALANA) faculty, a faculty associate for women faculty, and a faculty associate for non-tenure track faculty. Provost Haefner created the first faculty associate position – for AALANA faculty – nearly a decade ago as a non-traditional leadership opportunity for faculty to provide support and leadership to colleagues. Five other faculty associate positions – rotating service roles for faculty that include some course load relief – have been created since then, allowing faculty to make a positive difference on the experience of various faculty populations at RIT. Faculty associates serve an advisory role to the provost's office, advocating for faculty and analyzing issues to help the university proactively address faculty needs while also providing specific support to individual faculty members.

AdvanceRIT

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. 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 supported AdvanceRIT, a long-term, multi-faceted project at the university to pursue the goals of the ADVANCE grant with the additional 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. While the grant concludes as of August 31, 2018, key ADVANCE programming will continue to be supported through the establishment of a permanent RIT ADVANCE office as of September 1, 2018.

CHALLENGES AND OPPORTUNITIES FOR THE ASSOCIATE PROVOST FOR FACULTY AFFAIRS

As this is an inaugural appointment, the associate provost will need to set a vision for the future of faculty support at RIT and must possess an understanding of the work of research and teaching-oriented faculty as well as department chairs. The associate provost should also be familiar with promotion and tenure processes, recruiting and retaining strong faculty, and working with shared governance structures. The associate provost will work collaboratively with deans, academic department heads, the Academic Senate, and other university offices. In this role, the inaugural associate provost will address key opportunities and challenges, which are presented below:

Envision and create programming for faculty advancement and leadership training across the university

The associate provost will be the leader of faculty advancement across the university. As the university has continued to grow, a need has arisen to focus on faculty career support and development. While mentorship is happening at the individual level, the associate provost will actively work to create a pipeline of leaders and mentors across RIT, with an eye toward department chair training. The associate provost will work to develop a best-in-class leadership curriculum and coaching capacity for faculty who aspire to leadership roles while also exploring ways to pro-actively identify leaders in the faculty ranks. The advantages of this work is twofold in that it will create a pipeline of leaders for the university and foster a culture of faculty support and ensure mentoring at the departmental level.

Foster success in research

The associate provost will be joining RIT at a particularly critical moment in the university's trajectory as it matures as a research university. President Munson has voiced a strong commitment to research and growing a preeminent faculty, continuing a course that the university has been on for the past two decades. This success has created many opportunities for faculty, who come to RIT with a broad array of experiences and expectations. These faculty don't always have clear paths to success or access to mentors who have faced the same challenges in securing grants and producing similar scholarly output. This dynamic also creates challenges for associate professors who received tenure within departments that have evolving standards for research excellence.

RIT has made progress in better understanding these issues and in taking steps to address them over the past several years. The university has completed two faculty surveys with the Collaborative on Academic Careers in Higher Education (COACHE) that have called attention to RIT's strengths and areas to address. The university has undertaken some measures to address shortcomings in how faculty view the clarity of promotion standards and criteria as well as the effectiveness of and support for post-tenure mentoring. RIT has recently revised its policy on promotion to full professor; launched a peer-support group to help faculty who are preparing promotion packages; and developed a mini-grant program to support efforts such as mentoring opportunities, speaker series for faculty, and visits to federal funding agencies.

The APFA will be the leader in further developing initiatives such as these as well as exploring new ones with collaborators across campus, helping to develop paths to success for all faculty at whatever stage they are in their careers by working to understand the obstacles they face. The APFA will ensure that all faculty have access to mentors who can support their trajectory and are given ample opportunity to make significant contributions to their departments and the university.

Create and support a structure to recruit and retain diverse faculty

The associate provost will work closely with the vice president for diversity and inclusion to promote the recruitment and retention of diverse faculty, with a particular emphasis on retention. The university's most recent strategic plan sets out its goals around diversity and inclusion, specifically calling out 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 associate provost will work to understand the specific factors that have impacted faculty success and retention rates for underrepresented minority faculty at RIT and work to improve those rates. This work could include developing new faculty orientation and on-boarding programs and mentorship initiatives as well as unconscious bias training for promotion and tenure committees. This will also be informed by work done through AdvanceRIT that shows a significant increase in RIT associate professors with greater than nine years in rank, particularly among women in STEM disciplines.

The APFA will play an important role in examining this work and determining what financial or human resources the university or external organizations can provide to continue the most critical and effective elements of it. In addition to the APFA's work being supported by the provost and president, it will be supported by a Board of Trustees subcommittee on diversity.

Provide leadership and guidance over faculty affairs policies as well as other policies that pertain to faculty work

As the university continues to evolve, a certain degree of standardization and consistency in policy, and interpretation of that policy across the university will be needed. The associate provost will assist promotion and tenure committees across campus through training and orientation and will work and look for opportunities to find common standards and best practices that can be applied across the university. The APFA will serve as a critical liaison between the Academic Senate and the Provost's Office to develop new policies and practices that advance these goals in a way that is desirable to faculty across the university's diverse array of colleges. The APFA will closely collaborate with the division of Human Resources on strategic HR objectives pertaining to faculty including performance management, compensation, talent management and development. The APFA will also look to technological solutions to better manage faculty evaluations across campus and aggregate relevant data.

Develop the necessary cross-cutting and intersectional relationships to advocate and advance the work of the faculty across the university

In order to successfully lead the creation of a robust office that serves all faculty, the associate provost will need to develop strong working relationships across the university. The associate provost will serve as an advocate for the faculty on the provost's cabinet and have an influential role in the direction of faculty affairs and academic affairs more broadly while representing the Provost's Office to a wide variety of stakeholders. The associate provost will embrace organizational agility and exercise the leadership skills to model it to the university community and, when necessary, the sensitivity and patience to accommodate differing rates of change.

THE SUCCESSFUL CANDIDATE

RIT seeks in its inaugural associate provost for academic affairs a leader who is innovative and broad in their approach. The Search Committee understands that no single candidate will have all

the ideal qualifications, but it seeks candidates with the following experience, qualifications, and abilities:

- A change agent, with demonstrated success in leading change and shifting culture;
- Demonstrated leadership skills with diverse, cross-functional teams;
- Demonstrated success as a productive faculty member and generous colleague who has successfully navigated the tenure and promotion process and mentored other faculty;
- Successful experience as an innovative leader with a commitment to continual learning and understanding of emerging pedagogies;
- Demonstrated success in scholarly, research, or creative work and teaching excellence as a faculty member;
- A thoughtful person who is able to manage and embrace ambiguity while promoting consistency;
- A demonstrated ability to work well with people at all levels and from various backgrounds;
- A demonstrated commitment to diversity and inclusion;
- A data-driven decision maker who is decisive but embraces respectful dialogue and examines issues from a variety of viewpoints;
- Substantive administrative experience within an academic unit, including the supervision of faculty and budget;
- A terminal degree and credentials appropriate for a tenured appointment to full professor at RIT;
- A collaborative team player with superior skills in oral, written, and interpersonal communication; and
- A critical thinker who is not afraid to challenge the status quo in order to rethink the systems, policies, and procedures that are best for faculty.

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.

Greg Esposito, Partner
Karen McPhedran, Associate
Isaacson, Miller
www.imsearch.com/6469
263 Summer Street
Boston, MA 02210
Phone: (617) 262-6500

RIT does not discriminate. RIT promotes and values diversity, pluralism and inclusion in the work place. 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.

The hiring process for this position may require a criminal background check and/or motor vehicle records check. Any verbal or written offer made is contingent on satisfactory results, as determined by RIT's Human Resources.

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.