



ROCHESTER INSTITUTE OF TECHNOLOGY SEARCH FOR A PRESIDENT

PART I: THE SEARCH

Rochester Institute of Technology (RIT), a university defined by innovation and creativity, with programs spanning STEM to the fine arts, seeks an exceptional leader to become its 10th president. 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, the fine arts and design, healthcare and the sciences, and business and prepares students for success in a globally integrated society. The president will be a strategic transformational leader with vision, energy, integrity, and the personal qualities to inspire and lead the academic enterprise to new levels of excellence.

At a time when higher education is facing significant challenges and the most dynamic elements of the economy prize creativity, translation from theory to practice, and technological mastery, RIT is brilliantly positioned. Over the last ten years, under the current president who will retire in 2017, 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 of 95 percent. Faculty have grown in number, diversity, and scholarly stature as RIT increases its research productivity, while remaining deeply student-focused.

RIT attracts top-flight research-active faculty who are passionate about their teaching mission. It is committed to the ethos and teaching traditions of an undergraduate-focused university while growing and leveraging its graduate education and doctoral programs. Over the last decade, the university has invested significant capital to improve its education, research, and technology infrastructure. Today, RIT offers more than 200 academic programs in nine colleges. 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.

Building on a strong foundation, RIT is on an impressive trajectory, delivering graduates well-positioned for industry and academia. The university now seeks to further its position and reputation as the top university for career preparation in today's technology-driven world. In its strategic plan developed for 2015-2025, *Greatness Through Difference* (www.rit.edu/president/plan2025/greatness), RIT has articulated ambitious goals for the future and defined its core strategic imperatives: providing an extraordinary career-oriented education

and a rich campus experience for all RIT students, pursuing a uniquely interdisciplinary research program, sustaining an inclusive community that prepares students to embrace and advance the global diversity of the 21st century, and enabling every promising student who aspires to an RIT education to receive one.

RIT seeks as its new president a seasoned executive who can move the university forward in these ambitious goals, develop the necessary financial resources through inspired and energetic fundraising, and represent the university externally to strengthen its brand. The next president will bring a bold and inspirational spirit; high energy; a deep appreciation for the creativity and diversity of programs at RIT; and a passion for student-centered, interdisciplinary, career-oriented education and scholarship. Demonstrated success leading a complex enterprise, experience guiding an organization through growth and change, and evidence of effective financial management are required. Communication and interpersonal skills appropriate to the demands of leadership, fundraising, community and alumni relations, and external representation of a comprehensive university operating on the global stage are essential. A terminal degree, or a record of equivalent accomplishment, is required.

The Board of Trustees has named a 24-member search committee to lead its recruitment of a new President. The committee has retained the services of Isaacson, Miller to assist in this critical effort. Expectations are high for this appointment. 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.rit.edu/presidentialsearch.

PART II: 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. As of fall 2015, the university enrolled 18,606 full and part-time students (15,401 undergraduate and

3,205 graduate students) who represent all 50 states and 100 nations. Nearly 3,200 students from diverse racial and ethnic backgrounds are enrolled on the main campus along with approximately 2,700 international students. An additional 1,760 students are enrolled at RIT's international locations 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 located at RIT in 1966. 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.

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 32 doctoral degrees in eight Ph.D. programs.

RIT offers degrees within its nine colleges:

- 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
- E. Philip 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.

For more than 30 years, RIT has been recognized for educational quality and value in *U.S. News & World Report*, traditionally listed among the top 10 regional universities. The photography program, widely regarded as one of the best in the country, was recently ranked in the top five by *U.S. News & World Report* and has produced seven Pulitzer Prize-winning journalists to date. In the 2016 edition of *U.S. News & World Report*, RIT was ranked 20th among the nation's best online computer information and technology programs and 8th in graduate studies in Industrial Design. To view more of RIT's rankings and recognition, visit www.rit.edu/overview/rankings-and-recognition.

Academic Programs

RIT offers a broad set of academic programs, spanning engineering and technology, the fine arts and design, 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.

Graduate programs are generally market-driven, created in response to industry and student requests for education in particular areas, such as the recently approved doctoral program in mathematical modeling. 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.

In 2011, the B. Thomas Golisano College of Computing and Information Sciences unveiled the School of Interactive Games and Media, focused on computing related to interactive and social media, new media, games, simulations, and media-centric systems. In 2012, RIT became among the first universities to create a department dedicated to computing security. Other specialized academic units such as the Center for Imaging Science, the School for American Crafts, and the School of Media Sciences, serve unique educational needs in the arts arena.

RIT's cooperative education program is the fourth-oldest and one of the largest in the world. The RIT Office of Career Services and Cooperative Education assists RIT students and alumni in obtaining cooperative and permanent employment appropriate to their career objectives and personal goals. More than 4,300 students are placed annually in more than 5,700 work assignments with some 2,200 employers across the United States and overseas. On average, more than 600 companies visit RIT annually to recruit their students.

An RIT education also values the importance of a liberal arts curriculum in a world of change, and every undergraduate student takes a core curriculum that includes courses in the humanities, social sciences, and communication. The core provides the solid academic foundation in communication skills and cultural awareness required for academic and professional success. Many opportunities exist for students to collaborate with members of the

faculty in creative projects, which can range from original research to projects sponsored and funded by industry.

An increasing emphasis on international study and experience is also part of the RIT education today. RIT offers a broad range of study abroad options, with over 400 programs in 50 countries, including global locations in Dubrovnik and Zagreb (Croatia), Dubai (United Arab Emirates) and Pristina (Kosovo). There are additional opportunities in the Dominican Republic, China, England, Germany, and Japan, as well as shared programs with Syracuse University in Italy, Spain, Australia, and Mozambique, among others.

Students and Student Life

RIT students are talented, ambitious, and hard-working. First-year students for the fall 2015 had mean combined SAT scores of 1,237 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. Twenty-nine percent of RIT's undergraduate population received Pell grants as of the 2014-2015 academic year. The presence of 1,200 deaf and hard-of-hearing students enrolled in RIT's National Technical Institute for the Deaf (NTID) adds a social and education 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.

RIT offers a wide variety of club sports, intramurals, recreational, and wellness programs that meet the interests and needs of a diverse student population, with activities suited for all levels of ability. More than 50 percent of undergraduate students participate in intramural sports. Facilities include the Gordon Field House, featuring two swimming pools, a fitness center, indoor track, and an event venue with seating for 8,500; the Hale-Andrews Student Life Center, with five multipurpose courts, eight racquetball courts, and a dance/aerobics studio; the Ritter Ice Arena; outdoor tennis courts; an all-weather track; and athletic fields.

Approximately 600 male and female student athletes compete in the university's 22 NCAA Division III teams and two NCAA Division I teams (men's and women's hockey). The newly built, state of the art, Gene Polisseni Center seats 4,300 and is home to RIT's hockey program. Men's Ice Hockey won its second straight Atlantic Hockey Association Championship, in 2016 and advanced to the NCAA Regional Championships. In 2015, RIT's Division III Athletic program was ranked in the top 15 percent nationwide. The average GPA for RIT student athletes is 3.2; in 2015-16, 75 student athletes were recognized with Liberty League All-Academic team honors

Faculty

RIT is a student-centered university—its strategic plan emphasizes that the “foremost activity of RIT faculty is to facilitate, enable, and support student learning,” 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 applied research and consulting, to student education.

For the 2015-2016 year, the teaching faculty included 1,014 full-time and 477 part-time members. Seventy percent of the full-time faculty are tenured or are on tenure track. 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 13:1, with an average class size of 23.

Sponsored Research

Research and scholarship are integral to and integrated with the RIT student educational experience. They enhance academic offerings, create student research opportunities, and promote university and industrial partnerships and intellectual exchange.

Sponsored research and annual grants and contracts income has doubled over the last five years, exceeding \$70M in FY16. 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 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.

The university is also committed to building broad-based strategic relationships with industry and government partners to focus on the development of technical solutions through applied research and on workforce development through state-of-the-art academic and training programs. Current focus areas in this outreach include biotechnology, imaging science, computing and information sciences, microsystems technology, remanufacturing and resource recovery technologies, and print and graphic media.

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 the last decade. 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.

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.

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.

RIT has made important contributions to the Rochester community, and the last decade has seen an increase in the strength of relationships in the greater Rochester area. In 2012, RIT announced

its investment in the resurgence of the City of Rochester with a new Center for Urban Entrepreneurship in the heart of downtown. A historical landmark building, the former Rochester Savings Bank, now serves as the home of the new center. In 2013, the university began a partnership with Uncommon Schools to develop a charter high school.

In 2010, RIT launched the Rochester City Scholars program. Rochester City Scholars are graduates of the Rochester City School District who are accepted to RIT and meet program requirements. Scholars receive tuition support and mentoring throughout their RIT experience.

In 2012, RIT also became home to New York State's Center of Excellence in Sustainable Manufacturing, enabling expanded research and technology transfer activity between industry and RIT.

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.

The President's Administrative Council comprises the provost and senior vice president for academic affairs, senior vice president for enrollment management and career services, senior vice president for finance and administration, senior vice president for students affairs, vice president of development and alumni relations, vice president and president of the National Technical Institute for the Deaf, vice president for government and community relations, vice president for strategic planning and special initiatives, vice president and dean of the institute of health sciences and technology, vice president for research and associate provost, chief marketing officer, chief information officer, chief communications officer, vice president and associate provost for diversity and inclusion, ombudsperson, the senior sustainability advisor, secretary of the university and chief of staff and executive assistant to the president.

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.

Financials

RIT has benefited from strong administrative leadership and has achieved a solid financial position. The RIT endowment is currently valued at \$762 million, a 15 percent gain since 2007. The university has experienced over four decades of balanced budgets and Moody's Investor Services most recent rating on the university's revenue bonds was A1 (December 2015.)

The preliminary budget for fiscal year 2016-2017 is \$594 million. The total operating revenue for the year ending June 2015 was \$551 million, up from \$535 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 52 percent of the preliminary budget in fiscal year 2016-2017. RIT's annual tuition and room and board fees total \$49,000; the university's average discount rate is 37 percent.

Development

RIT has approximately 120,000 alumni and an active development effort managing annual giving and major gifts programs. RIT is in the quiet phase of a blended campaign that began in July 2013. The goal is to raise no less than \$700 million within seven years. The blended campaign seeks support from a variety of investors—alumni and friends, government and corporate partners, and research foundations and agencies. The priorities include a student-centered research university, career education and student success, affordability, and leveraging diversity.

President Destler

Since arriving 10 years ago from the University of Maryland at College Park where he was the senior vice president for academic affairs and provost, President Bill Destler has led the university on an impressive trajectory. He has recently announced his plans to retire in June 2017.

Under his leadership, RIT has strengthened its position as a unique student-centered research university with distinctive interdisciplinary curricula, a growing research program, a deep commitment to diversity and access, and an impressive post-graduate rate for undergraduates either working full-time or enrolled in a full-time graduate program of 95 percent. Dr. Destler has led the university in an extensive physical plant expansion, the creation of new cutting-edge academic programs, and the strengthening of relationships with the local community. The launch of Imagine RIT: Innovation and Creativity Festival has been a hallmark innovation. Imagine RIT began in 2008, builds on the RIT community's extraordinary creative spirit, and draws some 30,000 visitors to campus annually to see interactive exhibits and displays, including new ideas for products and services, arts and crafts, and faculty and student research.

PART III: CHALLENGES AND OPPORTUNITIES FOR THE NEW PRESIDENT

The 2015-2025 strategic plan, *Greatness Through Difference*, maps the route that RIT intends to follow to solidify and extend its impact and reputation. The product of the creative collaboration among hundreds of faculty, staff, trustees, and students, the plan is embraced and supported by the RIT community. While it is a planning document that the new president will be able to adapt and adjust, its core goal remains clear: to continue RIT's advancement to top 100 national university status. With the plan as a guide, and in collaboration with the RIT community, the next president will have an exceptional opportunity to honor the university's legacy and mission, to build on the last decade's achievements, and to pave the way to greater prominence and impact in the national and international higher education landscape.

Strengthen ties with alumni and accelerate philanthropic successes

As RIT's growth and upward trajectory continues, it must seek new sources of financial support to achieve the bold vision set forth in *Greatness Through Difference*. Fundraising leadership will be an essential part of the next president's agenda.

A residential university only for the last 30 years, RIT does not have a long history of active and generous alumni; annual alumni participation is currently about 7 percent, far below that of its peers. RIT has alumni around the world with many successful leaders in the technology sector, so a strong foundation exists. A critical task for the next president will therefore be to strengthen ties to alumni and to garner their increased support, both to advance the goals of the strategic plan and to grow the university's endowment.

RIT is currently in the quiet phase of a \$700 million blended campaign. Unlike campaigns that only focus on philanthropy, RIT's blended campaign includes fundraising from philanthropy, industry, and government. The next president will provide leadership and energy to this effort as the university seeks new funds through philanthropy, industry, and government.

Tell the RIT story and strengthen brand and visibility

RIT has a story for the 21st century. It weaves together technology and creativity, art and science, and business and innovation. RIT delivers a broad, innovative, and experiential education spanning engineering and science to the arts and business, and connects to the most dynamic parts of the world economy. Students and faculty are drawn to RIT for its diversity of innovative programs, open and creative culture, and emphasis on real world skills and experiences. With the recent classification of RIT as a doctoral university, now is an ideal time for the new president to raise awareness of the university's progress and its vision for the future. The next president will work collaboratively with the chief marketing officer and other key members of the senior leadership team to strengthen the brand and visibility of RIT as a rising student-centered research university.

Enhance RIT's position as a student-centered research university

RIT is committed to being a different kind of research university. In recent years, RIT has invested in its graduate programs and research activities. Today, with eight Ph.D. programs, over 200 doctoral students, and a five-year total of more than \$250M in sponsored research funding, RIT has become a rising research university. At the same time, the institution remains deeply committed to its undergraduate education mission and the student experience.

The next president will guide RIT in its growth as a research university while ensuring that this dedication to an outstanding undergraduate experience is not diverted. It is the intent of the institution that its intensified research activity will enhance the intellectual experience of all students and the participation of students in the research enterprise will enrich and inform it.

Achievements on these dimensions will mean RIT graduates will continue to enjoy their competitive advantage directly resulting from leading-edge curricula, student-centered faculty,

and a career and cooperative education program that has become the industry standard. In order to extend this advantage continuously, the university must stay ahead of the exciting acceleration of scientific and technological developments and the changing needs and expectations of employers and graduate educators.

Organizational agility and shared governance

While RIT has been able to anticipate and respond to changes in higher education and the society it serves, a world-class organization should critically and continuously review its organizational structure and practices to improve its effectiveness. In the next decade, these shifts in higher education will likely accelerate, requiring the university to continue to be outward oriented and responsive to market changes and pressures. The next president will be expected to pursue innovative practices and policies, to deploy RIT-developed technology to help drive efficiency throughout the organization, and to foster new thinking. He or she 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.

Transparency and shared governance are key elements of the university's identity. Institutional agility is not possible without highly capable, creative faculty and staff, and seeking their participation will be important for the next president. RIT seeks a leader who will be a visible member of the campus community; recognize and encourage the accomplishments of students, faculty, and staff; and foster an organizational culture built on collaboration, trust, and respect.

Promote the difference found on RIT's campus to create a diverse, inclusive, and equitable campus community

An undergirding theme of the strategic plan is "leveraging difference," that is, harnessing the creative power of RIT's remarkable diversity. From its inception, RIT has intentionally sought students, faculty, and staff from diverse backgrounds. NTID brings a cultural and linguistic diversity to RIT not found anywhere else in higher education. The unusually high number of Pell-eligible undergraduates attending RIT and the continuing growth of underrepresented and international students provide additional dimensions to the university's diversity of background and thought. RIT's diversity is also manifested in the range of disciplines represented across the arts and STEM fields and in the multiple ways of learning, thinking, and creating practiced daily.

The next president will celebrate and leverage the diversity of the RIT campus, convening these many forms of difference to produce creative solutions, unlikely partnerships, and productive collaboration. RIT looks to an imaginative and bold leader to drive the potential of its intellectual and human diversity to breakthrough levels of creativity and innovation.

Create a university that is globally minded and locally impactful

RIT's students, faculty, and staff operate in a time when the world is smaller than ever, thanks to technological advances and the shift to an information based economy. The president must work with faculty and staff to ensure that graduates are prepared to meet the challenges of a global economy while having an impact in a variety of geographies, including the greater Rochester

community. The president will steward the existing relationships with local constituencies and foster new ones to ensure that the university maintains strong connections to its own community.

RIT has significantly extended its global reach in recent years, with RIT degrees offered in countries as diverse as the United Arab Emirates and Kosovo. To achieve international visibility in the university's focused research programs, there must be additional support for faculty to engage in global collaboration. To ensure their competitiveness in the global career market, RIT graduates must have a demonstrable record of cross-cultural and international experience.

PART IV: THE SUCCESSFUL CANDIDATE

RIT seeks in its new president a leader with intellectual vision, a grip on developments in the modern academy, great energy and integrity, and the capacity to inspire the university community to new levels of excellence across its colleges and disciplines. The next president will combine an appreciation for RIT's strategic direction, the skills and experience to guide the journey, and the imagination and courage to navigate in a shifting higher education landscape. He or she will be a leader with a history of organizational leadership, the ability to build and cultivate financial support for RIT and its programs, and a record of accomplishment in creating and supporting a climate of community, understanding, and excitement. The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- successful experience as a strategic leader with a record of institutional leadership that is responsive to market challenges and an ability to bring various constituencies to actionable consensus;
- proven success in fundraising including the capacity to represent RIT compellingly to donors and to lead a substantial blended capital campaign;
- exceptional communication and interpersonal skills; an inspiring presence to animate the university's continued brand building;
- the ability to energize and inspire students, faculty, staff, parents, alumni, trustees, and other external constituencies;
- knowledge of and/or a willingness to learn American Sign Language and developing an understanding of Deaf culture.
- enthusiasm for the RIT student-centered, technology-focused mission; an appreciation for the importance and challenge of maintaining a healthy, productive balance between research and high-quality teaching and learning; and a familiarity and facility with technology;
- a commitment to the principles of sustainability; the passion to lead RIT in its effort to become a world leader in sustainability education, research, and practice, as evidenced by its signing of the American College & University Presidents Climate Commitment (<https://www.rit.edu/sustainability/about>);

- a demonstrated ability to work well with people at all levels and from various backgrounds;
- a sophisticated understanding of national and international business, of the higher education environment, and the operations of the private, corporate, and governmental sectors;
- significant experience in the areas of government- and corporate-funded research;
- a demonstrated record of contribution to diversity as reflected by individual action and institutional leadership to advance diversity;
- a fair, collaborative, and transparent leadership style that will succeed in an environment of shared governance; sufficient experience with the higher education sector to possess an understanding of and appetite for the academic culture;
- experience working with boards and assisting them in utilizing their full potential to advance institutional goals; and
- a critical thinker who is not afraid to challenge the status quo in order to rethink the educational experiences of RIT's students, the financial models that fund these experiences, and to continue to propel RIT on the path toward being THE innovation university

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.

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Kate Barry, Principal
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Rochester Institute of Technology (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 orientation, gender identity, gender expression, national origin, veteran status or disability in its hiring, admissions, educational programs and activities.

RIT provides reasonable accommodation to applicants with disabilities, veterans, or wounded warriors where appropriate.