Roger Williams University (RWU; the University) seeks a transformative, values-driven, mission-focused, and strategic leader to serve as its next Provost and Senior Vice President for Academic Affairs. The Provost will join President Ioannis Miaoulis, in his first year in office, to help lead RWU at an inflection point in its history. The next Provost will help shape an inspirational and cohesive strategy for the future of Roger Williams University and refine its distinctive place within the landscape of higher education. In just a short time, the University has established a solid institutional identity, built on a unique synergy between its mission, its blending of liberal arts and professional programs, promotion of engaged teaching and learning, diversity, equity, and inclusion, and commitment to lifelong learning. RWU's emerging culture of students as civic scholars has deepened its student-centered approach through experiential learning, teaching, scholarship, service, and commitment to community.

The Provost, as the chief academic officer, will lead and support a community of faculty colleagues who embody a rich blend of teaching, service, research, and scholarship, with a steadfast commitment to undergraduate education. Reporting directly to President Miaoulis, the Provost will play a critical role in the Cabinet and in the leadership of the institution. The Provost will be committed to: the health and success of academic programs ranging from the liberal arts to professional programs; student well-being and academic success; equity and inclusion efforts; the enhancement of graduate education; high standards for scholarship, research and practice; and the fulfillment of RWU’s mission to strengthen society through engaged teaching and learning.
Roger Williams is a multi-campus university with a wide-ranging portfolio of programs and schools of study. The University enrolls 7,437 students consisting of 3,992 traditional undergraduates, 310 graduate students, and more than 480 law students with over 2,650 enrolled in University College’s (UC) degree and non-degree workforce and professional development offerings. The main campus of the University, situated on 143 acres of coastal waterfront in Bristol, Rhode Island, is the primary home to seven of its eight schools of study including Rhode Island’s only Law School. RWU’s Providence campus is home to University College with its wide-ranging mission and community-facing programs. The Providence campus is also leveraged as a course-based urban location for the MBA Program and master’s programs in Public Administration and Leadership. Additional courses and programs are offered through the School of Justice Studies (SJS) along with the Law Clinics.

While offering a scope of academic opportunities on par with larger universities, RWU still remains small enough to be an innovative and nimble institution that can seize opportunities as they arise. The Provost must position RWU for a period of institutional change, enhance community impact, and be able to implement new models and programs that leverage RWU’s strengths and assets to align with the institution’s core values and purpose: to strengthen society through engaged teaching and learning. This particular institutional identity represents an extraordinary opportunity for an innovative and strategic academic professional to support, collaborate with, and lead the faculty deftly through the changing landscapes of higher education, societal needs, employment readiness, and shifting demographics in RWU’s core markets.

The next Provost candidate will inspire a diverse constituency around RWU’s vision and mission, will effect demonstrable institutional and cultural change, bring a strong record of financial management and stewardship, and be able to partner in seeking philanthropy for RWU’s unique academic enterprise.
OUR HISTORY

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

In 1993, the School of Law was established and continues to be Rhode Island’s only law school. In 2015, the University moved its Providence operations to a larger, fully renovated downtown building with the vision of serving a far more expansive community of traditional and non-traditional learners. The recently renamed University College division serves students across a wide array of credit and non-credit programs aimed at helping individuals and communities thrive.

As an educational institution, RWU is inextricably connected to Roger Williams, the man, who was a 17th-century leader devoted to freedom of conscience and social justice, and who founded the State of Rhode Island based on those tenets. Roger Williams’ philosophy, and what has been called his “lively experiment,” nurtured the growth of vibrant and open societies. RWU’s pursuit of excellence in education and community service is rooted in his focus on intellectual exchange, freedom of speech, critical thinking, inclusiveness, and innovation as a means of improving and cultivating a free society.

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

Even beyond the momentum that a new president brings to a campus community, RWU is at an exciting point in its young history. A strategic action planning process is currently underway that will provide an actionable vision for accelerating the University’s bold mission. As part of that vision, RWU is actively working to break down silos between academic departments and between the University and local and global communities, uniting efforts into interdisciplinary pursuits and channeling the University’s energy and expertise to address the most pressing complex problems that affect society. At the same time, the University is also in the midst of a long-term campus master planning effort where RWU continues to grow and make significant investments in its infrastructure. A new 27,000-square-foot, three-story, state-of-the-art laboratory building, located in the heart of the Bristol campus, will officially open in January 2020.

While smaller, private universities in the Northeast have seen declining enrollments, RWU boasts steady application volume and enrollment stability: fall 2019 new student enrollment was a 7 percent increase over fall 2018, and the University experienced a 3 percent improvement in first-year to second-year student retention. Just this year, the University rose 15 spots to No. 28 in the U.S. News & World Report ranking for best regional universities in the North. Among other accolades, RWU received the Providence Business News 2019 Diversity & Inclusion in Education Award for its demonstrated progress in increasing diversity, equity, and inclusion among students and employees.

The Provost will join RWU at this inflection point to realize a vision for the future of teaching and learning in higher education, one that considers academic master planning, hiring of diverse faculty, developing new programs, and designing academic spaces that foster the delivery of an innovative curriculum that accommodates the diverse learners of today and tomorrow.

NO. 28
BEST REGIONAL UNIVERSITIES IN THE NORTH
U.S. News & World Report
Bristol Campus

RWU’s main campus is located in Bristol, Rhode Island, a historic town and home to the nation’s oldest Fourth of July celebration. The town of Bristol was lauded by Architectural Digest in 2018 as one of the 25 Best Small Towns in America. The campus sits on a sprawling 143 acres, with a newly acquired parcel of 17 acres adjacent to the presidential residence. It overlooks Narragansett Bay and is situated just minutes from downtown Bristol, half an hour from Providence, and an hour from Boston.

Many of the University’s facilities have been recently renovated and are equipped with state-of-the-art technology and modern classrooms. A partnership with Samsung USA has brought cutting-edge, cloud-based technology to RWU students for re-envisioned and improved virtual learning spaces. RWU takes full advantage of its idyllic bayside location: not only does it serve as a pristine backdrop for the campus, but it influences academic and experiential learning opportunities and important research that contributes to a better understanding of coastal ecosystem dynamics and the local and global marine industry. The Bristol Campus has also been commended by its students for its excellent food and dining options. Recognized as having one of the best college dining halls in the nation, RWU recently claimed the number-one spot for best college food in Rhode Island, according to USA Today College.
**Providence Campus**

RWU’s urban campus is located in the heart of downtown Providence, Rhode Island’s capital city. The Providence campus is home to University College, which provides learners of all ages with opportunities to begin or further their education or make a career change, with over thirty stackable, flexible, and fully online programs. UC also offers the Center for Workforce and Professional Development that provides workforce education and training as well as customized professional development programs through open market programs and partnerships with industry, municipalities, and community-based organizations. In addition, UC is home to the Policy, Research, and Practice Collaborative that includes Housing Works RI, CYCLE, Ready to Learn, and the Latino Policy Institute. The Campus is equipped with modern classrooms and smart board technology and has several lounges and a cafe for study and relaxation. Supporting other partnerships with a multitude of community organizations, nonprofits, public school districts, and federal, state, and local governments, the Providence campus is a key component in fulfilling the University’s commitment to its communities.

The Providence campus provides MBA, Law, and SJS graduate students with courses and access to a vibrant hub of businesses and community partnerships for a wide variety of hands-on experiences and internships. Additionally, the Providence campus serves as the School of Law’s Experiential Campus, housing various distinctive clinics for the School that provide free services to those in need.

**ONE OF AMERICA’S FAVORITE FOOD CITIES**

*Travel + Leisure magazine*
RWU President

President Miaoulis came to Roger Williams in August 2019 after leading the Museum of Science in Boston for over a decade. As President & CEO since 2013, Miaoulis transformed the Museum of Science into an institution of national and international prominence, leading large-scale efforts to spark passion for science, technology, engineering, and math (STEM) among young learners around the world. During his tenure, the Museum’s budget doubled, and he helped raise more than $470 million, including a record $50 million gift from former New York City Mayor Michael Bloomberg. He also spearheaded the creation of the National Center for Technological Literacy, which developed K-12 engineering materials that have reached an estimated 200,000 teachers and 18 million students in 50 states and many countries.

Prior to the Museum of Science, Miaoulis was at Tufts University for nearly two decades. Miaoulis began as a lecturer at Tufts in 1984 and worked his way up, serving as a tenured professor of mechanical engineering from 1997 to 2002. At age 32, Miaoulis became the youngest-ever dean of what was then the College of Engineering at Tufts from 1994 to 2002. Working with the faculty, he led the effort to make it a separate School of Engineering. During his tenure as dean, the number of engineering student applications doubled, and the number of female undergraduates increased by 30 percent. He significantly increased faculty and student diversity, boosting the proportion of female faculty members from 1 percent to 25 percent. He initiated the first internship program and an entrepreneurial leadership minor at Tufts, reflecting his passion for experiential learning, a central tenet of RWU’s mission. He also served as interim dean of the Graduate School of Arts and Sciences in 2001, and Associate Provost in 2001-2002.

Born in Athens, Greece, Miaoulis graduated summa cum laude from Tufts in 1980. He earned a master’s degree in mechanical engineering from the Massachusetts Institute of Technology in 1984 and a master’s degree in economics from Tufts in 1986, and he received a doctorate in mechanical engineering from Tufts in 1987.

President’s Cabinet

The Provost will work closely with the President and serve as a collaborative and collegial member of the President’s Cabinet, which includes:

- Chief of Staff; VP for Enrollment Management & Marketing;
- Executive Vice President for Finance and Administration;
- Vice President for Institutional Advancement;
- Vice President for Equity and Inclusion & Chief Diversity Officer;
- Office of General Counsel;
- Vice President for Student Life;
- Vice President of University College; and,
- College Dean of the School of Law.

RWU Board of Trustees

The Provost serves as the primary campus resource for the Academic Affairs Committee of the Board of Trustees, providing leadership and direction to the University’s strategic educational objectives. The RWU Board of Trustees is a diverse group of contributors, consisting of local and national leaders in business, government, and nonprofit, as well as alumni and parents of alumni, and they meet as a governing body three times annually. The Board has ultimate fiduciary responsibility for the University. Trustees are elected to one-, two-, or three-year terms and serve no more than 12 years on the Board. Tim Baxter, RWU Class of 1983, and former President and CEO of Samsung Electronics North America, serves as RWU’s seventh Board of Trustees chair, succeeding Richard L. Bready, the former Nortek Inc. CEO and Chairman who recently stepped down after 11 years as board chair. While the role of board chair is new to Mr. Baxter this year, he has enjoyed a long relationship with RWU. He graduated with a Bachelor of Science degree in marketing in 1983, he is the father of a 2013 RWU graduate, and he received an honorary degree from RWU in 2015.
The University is accredited by the New England Commission of Higher Education (NECHE, formerly NEASC) and boasts various specialized academic program accreditations. On April 20, 2017, the University passed its 10-year review and was approved for its next full comprehensive evaluation for Fall 2026 with only an interim written report required in fall 2021.

The RWU faculty consists of 212 full-time faculty and 340 adjunct faculty and places high importance on teaching along with research, scholarship, and service in all forms across its programs, which enables students and faculty to pursue interdisciplinary courses of study and facilitates experimentation to meet students’ specific needs and interests. RWU students are supported and encouraged by their faculty to tailor their course of studies to not only reflect their interests but to also make them more marketable as they enter the workforce: over 85% of students graduate with unique major/minor or double major combinations. While RWU has historically focused primarily on undergraduate studies, the University continues to expand at the graduate level in selected areas of strength – particularly within the School of Law, architecture/historic preservation, psychology, justice studies, education, and business programs. In recent years the University has steadily introduced opportunities for students to pursue undergraduate and graduate degrees with 3+3 and 4+1 programs, as well as joint graduate/law combinations.

Underlying all the University’s academic programming is a deliberate and specific effort to educate and foster the growth of responsible citizens, carrying forward the traditions of Roger Williams’ original “lively experiment.” At RWU, civic engagement and community-based experiential learning are unique in the way that they channel students into confronting and solving the challenges faced by municipalities and community groups, and serve the overarching goal of preparing students to become lifelong contributors to society at-large and to the communities in which they will live and work. In fact, across the University, every student is guaranteed the chance to participate in a real-world learning experience and receive practical, hands-on learning opportunities locally and/or globally. It is this unique blend of educational programs and service learning that enables RWU students to enter the job market with the learning experiences that place them among the most desirable by employers.

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

During the 2017-2018 academic year, Academic Affairs and Enrollment Management launched the Academic Strategic Enrollment Management (ASEM) process. ASEM Phase 1 provided robust data sets at the program level to each academic department and program in order to assess student demand, situate RWU among competitor schools to find areas of distinction, and to seek ideas for new programs. From this collaborative process, Enrollment Management & Marketing are now aligning enrollment tactics to optimize recruitment and promotion of existing programs and open new markets for RWU. Nearly 60 new programs (majors or minors) have been identified, and in ASEM Phase 2, work is now bringing this academic planning effort in line with the institutional strategic planning efforts to prioritize RWU’s academic priorities.

Additionally, the Center for Scholarship, Assessment, Learning, Teaching and Technology (CSALT2) was established to support improved learning outcomes assessment, instructional design and technologies, and the scholarship of teaching and learning. A University-wide commitment to focusing on improving student success and retention, included the creation of the Center for Student Academic Success and the launch of outreach efforts as well as programmatic and policy changes to remove obstacles to success and promote student engagement. These initiatives have resulted in RWU increasing its student retention and four-year graduation rates.
OUR FACULTY

Among the greatest assets of the University community are the RWU faculty: teacher-scholars who bring excellence and dedication to educating the whole student. Faculty at RWU place a priority on teaching and learning, enriched with active scholarship, service, and lived experience. RWU faculty are lifelong learners who engage in a wide range of professional development activities and opportunities including fellowship programs in Diversity & Inclusion, Community Engagement, and Open Educational Resources (OER) Development, externally funded research grants from national, state, and local funders, and individual awards from the RWU Foundation to Support Scholarship & Teaching. The University embraces a broad view of scholarship to include the scholarship of teaching and learning in addition to discipline-based research, and faculty thrive with a promotion and tenure expectation centered on these values. The faculty role at RWU begins with demonstrated excellence in teaching and advising, is strengthened with active scholarship, and is disseminated with service to the University and broader community. RWU adjunct faculty enhance and expand the faculty’s teaching capacity, bringing a wealth of experience and field expertise.

OUR STUDENTS

Students are drawn to RWU for many reasons, but the ability to have the resources of a large university with the personalized attention and high touch of a small college is a common denominator. The undergraduate student to faculty ratio is 14:1, and the average class size is 19. In the 2017-2018 academic year, 90% of undergraduates received some form of financial aid, 36% of which was need-based and 53% of which was merit-based. With more than 70 clubs and organizations, student co-curricular opportunities are plentiful, ranging from student government to intramurals to academic and social interest groups. The majority of RWU students tend to come from Rhode Island (25%), remaining New England states (65%), and the Mid-Atlantic region (15%). RWU’s 24 varsity teams compete in the NCAA Division III Commonwealth Coast Conference and their success on the field and the attention they garner on campus continue to steadily increase. RWU’s sailing team is consistently one of the best in the nation and the campus hosts the national headquarters of US Sailing.

Over the past 10 years, the undergraduate Bristol campus enrollment has increased by 6%, University College enrollment has grown by 26%, and graduate enrollment (beyond School of Law) by 22%. RWU’s growing student populations are also increasingly more diverse, reflecting the University’s aspirations as well as changing regional demographics. Central to its intentional outreach efforts, in fall 2018, the School of Law welcomed the most diverse class ever in its history with 32% identifying as students of color. Renewed undergraduate efforts enrolled a new first-year class in fall 2019 with 17% students of color, up from 12%. Additionally, University College has long served a diverse population.

Retention has remained solid as a result of faculty and staff support and focus on nurturing the whole student. The average first-year retention rate for entering freshmen for the past ten years has been 80%. The average 6-year graduation rate for entering first-year students for the past three years has been 64%. With renewed efforts the fall 2019 first- to second-year retention rate improved by 3% to 84.9%. About three quarters of undergraduate students live in campus housing. In recent years, student academic services have been significantly enhanced by placing an emphasis on the First Year Experience. High impact practices such as living learning communities and the development of the first-year “Roger Seminar” have helped acclimate students to RWU along with providing them with the tools and supportive environment necessary to navigate their transition to college. Additionally, academic support services for students have been unified into the Center for Student Academic Success (including advising & peer mentorship, tutoring and student accessibility services), and career services was recently broadened and renamed as the Center for Career and Professional Development, which connects career preparation, advising, and alumni affairs.

Between 2012 and 2017, each member of the incoming RWU undergraduate class received a tuition guarantee for their four-year full-time studies as part of the Affordable Excellence program. This effort expanded affordability and assured a frozen tuition rate for all University students over these six enrollment cycles. In 2014, RWU expanded the tuition guarantee and lowered the tuition rate for the School of Law. These actions addressed the rising cost of a college education in the short run, increased enrollment, and improved student retention. They also worked to reposition the University’s price and market position in the competitive Northeast private university region. After a year of analysis, RWU has returned to annual tuition increases beginning with the fall 2019 entering class and has added a new differential tuition rate for the School of Engineering. With these changes implemented, the University grew enrollment for fall 2019 by 7% in the new student class.
SHARED GOVERNANCE

The conceptualization and execution of ‘shared governance’ varies greatly from institution to institution and among stakeholders within the same institution. Roger Williams University supports a shared governance model that incorporates university-wide perspectives and contributions into decisions on matters of policy and procedure, in order to more effectively achieve the University’s goals and mission. RWU faculty and staff participate in decision-making at the University in several ways. Chiefly, a representative Faculty Senate operates to strengthen faculty governance and participation in university affairs by: assisting in planning functions of the University; making recommendations for the University’s academic development; inquiring about matters of an educational or administrative nature that have implications for the academic function of the University; and acting as a channel of communication between the various Schools and Colleges of the University as well as between the Faculty as a whole and the Administration and Board of Trustees. The executive committee of the Faculty Senate meets monthly with the Provost and RWU President.

This cooperative relationship between the University and its faculty and staff is, in further part, operationalized in the context of negotiated collective bargaining agreements between the RWU Board of Trustees and its five (5) recognized labor unions (Faculty, Dining, Facilities, Professional Support Staff, and Public Safety) which together represent the majority of non-managerial employees of the University in matters related to terms and conditions of employment.

Since 1973, the faculty union, known as the Roger Williams University Faculty Association (“RWUFA”), has represented all full-time University faculty and multi-course adjuncts. Law School faculty are not members of the bargaining unit. The current collective bargaining agreement with the RWUFA, which expires on June 30, 2021, provides that negotiations for the next agreement shall commence by February 2021, placing the successful candidate for Provost in a critical role within their first year at RWU. RWU’s next Provost will be expected to serve a primary and critical leadership role by strengthening, cultivating, and transforming the University’s relationships in this shared governance model in ways that unify all campus partners with a shared vision and ability to take action in the furtherance of the University’s academic mission.

EQUITY AND INCLUSION

There is a sense of urgency around diversity and equity work on the Bristol campus, joining longer-term efforts at the School of Law and the access and success mission of University College. The Provost will align academic hiring and resource allocation and will prioritize initiatives that ensure the community becomes more representative among every stakeholder group and at every organizational level. The Provost will co-lead efforts to create a community where all stakeholders, including historically minoritized students and employees, have experiences that support their thriving. The Provost will work closely with the Vice President of Equity and Inclusion to embed equity in University strategy, practices and policies, and they will ensure the use of disaggregated data and feedback loops to understand differentiated experiences and impact. The Provost will help champion the President’s vision to distinguish RWU as actively engaging in the transformative work required to foster equity and authentic relationships across differences.

The Provost, acting as a visible and vocal leader in division-wide efforts, ensures that all members of the community have the support necessary to reach their full potential and thrive at RWU. The Provost should bring a sophisticated understanding of and practical experience in diverse hiring, curricular development, inclusive pedagogy, and faculty professional development.

FINANCES

The University’s budget totals close to $162 million. Of that total, net tuition accounts for about $92 million. The endowment stands at roughly $86 million, of which approximately $63 million is unrestricted. Because RWU is still a relatively young institution, revenue from alumni fundraising has not reached the levels of its peers. With contributed giving currently less than 1% of the budget, fostering greater levels of philanthropy is a critical challenge for the University.

Today, the University has outstanding bonded debt of $100.7 million. By the close of FY 2025 outstanding debt is scheduled to total $50.4 million. Between 2012 and 2017, RWU supported the Affordable Excellence program that repositioned RWU by offering a guaranteed and frozen tuition for the four years of attendance for each class. This commitment to freeze the price of tuition over 7 years, while necessary in a competitive landscape, has had an impact on year-over-year revenue needs at the University. With the fall 2018 cycle, RWU returned to increasing the tuition rate for entering freshmen. The list price is now on average $8,000-$10,000 less than comparable private schools in the Northeast.
Reporting directly to the University President, Ioannis Miaoulis, PhD, the Provost functions as the chief academic officer and is responsible for shaping the academic vision and setting and prioritizing the strategic goals for a vibrant, multi-campus university. The Provost mentors RWU’s talented group of deans and aids them in advancing shared institutional and school/college goals. The Provost is also responsible at a high level for faculty development and ensures that formal opportunities and resources are available for those interested in pursuing leadership roles or deeper involvement in shared governance. The Provost serves as a key member of the President’s leadership team (Cabinet), a collaborative and supportive group that includes the following: Chief of Staff & Vice President For Enrollment Management and Marketing; General Counsels; Executive Vice President, Finance & Administration; Dean, Law School; Vice President, University College; Vice President, Student Life; Vice President, Institutional Advancement; Chief Diversity Officer. As part of this core team, the Provost plays a vital role in the University’s budget process and in the allocation of resources. The Provost also works closely and broadly with other senior administrators to provide thoughtful and insightful leadership across the University.

The Provost has oversight for a number of distinguished and celebrated centers of study that include the: Center for Career & Professional Development, Center for Scholarship, Assessment, Learning, Teaching & Technology, Center for Student Academic Success, Center for Global and International Programs, Center for Service Learning & Community Engagement, and Center for Economic and Environmental Development.

The Direct reports to the Provost currently include:

- Vice Provost
- Associate Provost for the Advancement of Teaching and Learning
- Associate Provost for Community Engaged Learning
- Dean, School of Architecture, Art & Historic Preservation
- Dean, School of Business
- Dean, School of Engineering, Computing & Construction Management
- Dean, School of Humanities, Arts & Education
- Dean, School of Justice Studies
- Dean, School of Social & Natural Sciences
- Dean, University Library
- Director, Sponsored Programs
- Registrar
Two units of the University that run in a more autonomous fashion but require close collaboration with the Provost are important to note:

- The RWU School of Law is a separately incorporated 501(c)(3) with its own board of directors, to which have been delegated certain responsibilities by the university trustees. The trustees retain ultimate fiduciary responsibility for the law school. The law school faculty and staff are not part of any university bargaining units and are non-union.

- University College is a division within RWU. A Vice President, with a Dean reporting to the VP, oversees UC. UC has two full-time faculty and nearly 120 adjuncts and professional program directors. There is a strong collaboration between the Provost and the VP on academic programs and other points of intersection such as the hiring of faculty/lecturers and pre- and post-tenure review. The UC Dean sits on Provost Council; UC curricular structure flows up to the Provost.

Roger Williams has experienced growth and change in recent years and is poised for continued upward movement. The University has demonstrated strong enrollment, has expanded its campus footprint, and enjoys a distinguished record of preparing students for personal and professional success. At this exciting moment, the incoming Provost will help shape the direction of the University as it continues to strengthen the academic experience, build resources, and distinguish itself among academic institutions, both nationally and globally. The next Provost will be invigorated by the opportunity to build and lead through change and engage with a vibrant and passionate educational community.

The next Provost will focus on attracting and retaining an outstanding diverse faculty who: dedicate themselves to teaching, scholarship and research; strengthen and promote curricular development; champion civic and experiential education; demonstrate a commitment to shared governance; and support and strengthen diversity, equity, and inclusion at RWU. The Provost will value scholarship, promote a culture of philanthropy, support academic programming, encourage faculty development, embrace a holistic approach to student development, and demonstrate, across both campuses, a deep understanding of and dedication to student success.
OPPORTUNITIES AND CHALLENGES

Reinvigorate the curriculum and advance academic distinction

Building upon a national reputation for academic excellence and leadership in the areas of social justice, global engagement, and experiential education, the next Provost will bring a nationally recognized voice in support of a rigorous liberal arts education grounded in hands-on learning and service. With a collegial, transparent, and inclusive spirit, the Provost will engage the RWU community in creatively integrating all of the University’s strengths, including its outstanding faculty, nationally recognized programs and centers, and beautiful campus and spaces, to provide a leading liberal arts curriculum that serves as an example to all others.

Expand experiential education opportunities

RWU has consistently been recognized for cultivating an academic experience rich in social impact and hands-on learning opportunities for its students. The campus is overflowing with the opportunity for interdisciplinary collaboration and immersive student learning experiences. Under the next Provost’s thoughtful leadership, experiential education will continue to flourish and provide unique experiences that attract a talented and highly engaged diverse student body.

Champion faculty diversity and development

Over the last few decades, the RWU community has continually evolved to reflect the increasing diversity and complexity of the world. RWU is committed not only to building a faculty that reflects the diversity of its ever-changing student body but to supporting its faculty as they lead in shaping RWU’s distinguished academic mission. Understanding that the quality and content of RWU’s academic programs are enhanced by the presence of a diverse faculty, the next Provost will play a key role in recruiting and retaining faculty, bringing diverse backgrounds and perspectives to all disciplines. Additionally, the Provost will cultivate an inclusive and supportive environment that enables and promotes success and recognition for all of RWU’s distinguished faculty, both full- and part-time.

Foster catalytic relationships among departments and colleges

RWU will look to its next Provost to build upon the already positive relationships within the University, helping to create RWU’s best version of itself. This person will strengthen engagement within and across disciplines and colleges around areas of common intellectual interest. Working with faculty and the processes associated with University governance, the next Provost will promote departmental excellence while also fostering interdisciplinary efforts. They will encourage faculty scholarship and faculty-student research, promote collaboration with other divisions (outside of academic affairs) to foster student learning and development, and further the pursuit of external grant support.

Make astute, thoughtful, data-driven decisions regarding strategic resource allocation

The Provost will collaborate closely with faculty, staff, the President’s leadership team, and other constituencies to understand the current allocation of the University’s financial, spatial, and human resources needs and best determine their future allocation as the University continues to grow. The Provost will assess and define the best use of resources to maximize the University’s potential in serving students and advancing its reputation. In addition, they will work with the President and other senior administrative leaders to support a culture of philanthropy and ensure university-wide financial and budgetary accountability.
DESIRED ATTRIBUTES OF THE NEXT PROVOST

The next Provost and Senior Vice President for Academic Affairs will be an academic scholar possessing a terminal degree in their field, with a proven record of leadership and evidence of strengthening society through engaged teaching and learning. They will bring significant administrative experience, a highly relational approach, outstanding communication skills, authenticity, self-confidence balanced with humility, integrity of the highest order, and a clear understanding of the challenges facing today’s modern university.

THE SUCCESSFUL CANDIDATE WILL DEMONSTRATE:

- a commitment to building a strong and innovative learning environment for students that stresses academic quality and integrity, student engagement, experiential learning, and global perspectives;
- a nuanced understanding of student retention strategies, student academic support services, and assessment;
- a record of support for teaching excellence, professional development, and scholarly activity;
- a fluent understanding of inclusive pedagogical strategies that enhance student learning, including technological approaches;
- an inclusive and transparent leadership approach and record with an understanding of and respect for shared governance;
- intercultural fluency and a global perspective with a deep commitment to celebrating and promoting diversity in its many forms;
- experience supporting philanthropy and resource generation initiatives;
- innovation in launching new curricula and initiatives;
- advocacy for the liberal arts and professional programs;
- an appreciation of student-centered approaches to academic affairs;
- exceptional budgetary and financial management skills and the ability to share financial information clearly and transparently;
- the ability to set high standards and empower others;
- experience and comfort using data from multiple sources to inform strategy, policy, and practice;
- a natural ability and desire to build trusting relationships with faculty and to facilitate shared governance;
- the ability to communicate effectively with the many constituencies whose contributions are required for the success of the University including but not limited to administrators, faculty, union leaders, Board members, alumni, donors, students, and community partners;
- energetic, optimistic, and resilient leadership qualities combined with good humor and a desire to provide respected, long-term leadership;
- an understanding of adult learners;
- a propensity for action and approach key issues with a sense of urgency; and,
- the ability to successfully balance the need for action while building community and empowering faculty and staff.
CONTACT

FOR BEST CONSIDERATION, PLEASE SEND NOMINATIONS AND APPLICATION MATERIALS TO:

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