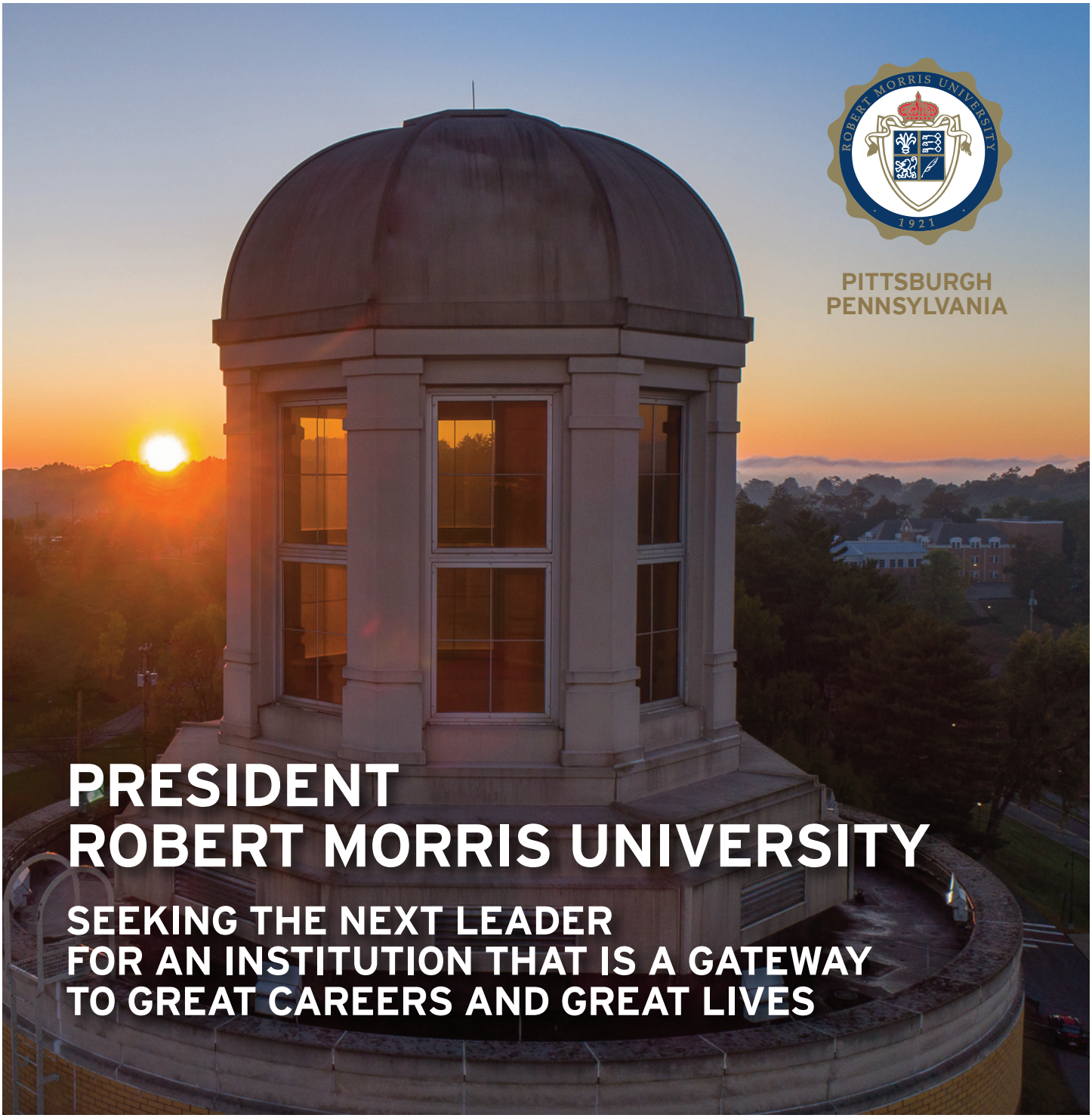


PITTSBURGH
PENNSYLVANIA

PRESIDENT
ROBERT MORRIS UNIVERSITY

SEEKING THE NEXT LEADER FOR AN INSTITUTION THAT IS A GATEWAY TO GREAT CAREERS AND GREAT LIVES

LEADERSHIP PROFILE AND POSITION DESCRIPTION

MARCH 2022

This document is intended to provide information about Robert Morris University in Pittsburgh, Pennsylvania, and the position of President. It is designed to assist qualified individuals in assessing their interest in becoming the ninth President of Robert Morris University (RMU).

WITT/KIEFFER



THE OPPORTUNITY

The Board of Trustees of Robert Morris University in Pittsburgh invites nominations and applications for the position of President. The successful candidate will become the ninth President in the history of the university, which last year celebrated 100 years since its founding.

The next President of RMU will succeed Dr. Chris Howard, who in January 2022 was named Executive Vice President and Chief Operating Officer of the ASU Enterprise at Arizona State University. Over the course of President Howard's six years of leadership, RMU's programs, campus facilities, resources, and reputation have been enhanced and its possibilities expanded.

RMU has amassed a significant record of achievement and transformation over the past six years. Most notably, the university completed the largest fundraising campaign in its 100-year history, which raised $113 million, exceeding its goal of $100 million. That campaign, RMU 100: Ready to Rise, funded the UPMC Events Center; the expansion of the John Jay Center for the School of Engineering, Mathematics and Science; numerous scholarships and endowed professorships; and new research and teaching centers on campus.

In 2016, RMU was ranked among the U.S. News and World Report list of "Best National Universities" for the first time, and in September 2021 was ranked by U.S. News as a Top 50 "Best Value School" in America for academic quality and affordability. Despite the challenges of the Covid-19 pandemic, RMU brought in a freshman class in Fall 2021 that was 23 percent larger than the previous year, and was the most diverse and academically talented class in the university's history.

The hallmark of the RMU experience remains a professionally focused education that prepares students to make an immediate impact in their chosen career. Ninety-five percent of the Class of 2020 who were employed were working in their field of choice, thanks to marquee degree programs that include Actuarial Science, Accounting, Financial Planning, Cybersecurity, Data Analytics, Sport Management, Manufacturing Engineering, Nursing, and Health Science.

In spite of numerous successes and a great history and foundation, Robert Morris University's next President will be arriving at a stressful time. The Covid-19 pandemic has caused extraordinary challenges for all colleges and universities, and for the foreseeable future will continue to impact enrollment, finances, course delivery, and the student experience. Robert Morris will need to continually pivot to address these issues, and the next President will be tasked to develop and execute short-term plans that stabilize the university's financial and educational platforms.

RMU is seeking an experienced leader with the vision and leadership qualities to continue the institution's transformation and optimize its commitment to student success and its surrounding community.



The highly qualified and dedicated faculty and staff are proud of RMU's accomplishments in providing students with strong academic and life experiences, and look forward to partnering with the new President in further extending that mission.

The new President will express a passion for the mission of higher education and understand the important social and economic roles it plays in its community. The President will articulate RMU's mission and values, serve as a persuasive advocate for the university at the local and regional levels, and lead efforts to raise new resources from the university's many constituents.

The President of Robert Morris University will:

- ✓ Lead a university with a rising reputation nationally and in the Pittsburgh region, and be the chief architect of its continued transformation.
- ✓ Work directly with an accomplished and talented Board, leadership team, faculty, and professional staff who are all committed to the university's mission, goals, and strategic initiatives.
- ✓ Interact regularly with an increasingly diverse mix of students who are eager to develop their academic, interpersonal, communication, and leadership skills in order to ensure long-term professional and personal success.
- ✓ Develop a new strategic plan to chart a course that will position RMU for success in an increasingly competitive higher education landscape.
- ✓ Serve as a prominent leader in the Pittsburgh area, a region recognized for its strengths in medicine, technology, healthcare, financial services, and higher education, as well as for quality of life, the richness of professional and personal resources, and its diverse neighborhoods and communities.

For information regarding a nomination or expression of personal interest in this position, please see the section entitled "Procedure for Candidacy" near the end of this document.

RMU'S MISSION

To be the gateway to engaged, productive, and successful careers and lives.

RMU'S VISION

RMU is Big Enough to Matter, Small Enough to Care ®. As a student-centered institution, Robert Morris University transforms lives by building knowledge and skills, and by providing the foundations of engagement and well-being.

A PRIVATE, COMPREHENSIVE INSTITUTION

Robert Morris University is a career-focused institution that provides a complete student experience, combining personalized academic support with engaged learning activities that launch students into great careers and great lives. Dedicated to lifelong career development, RMU aims to be a preferred strategic partner for professionals, corporations, and other organizations in the Pittsburgh region and beyond.

Situated on a wooded, gently rolling campus in suburban Pittsburgh, RMU hosts more than 3,700 students (including 3,000 undergraduates) who are educated in one of four schools: Business; Informatics, Humanities and Social Sciences; Engineering, Mathematics and Science; and Nursing, Education and Human Studies.

Athletics are a strong component of student life at RMU, which currently offers 15 NCAA Division I sports. During the past 10 years, the men's and women's basketball teams each have made multiple appearances in the NCAA tournament. Both teams now compete, along with RMU's NCAA Division I volleyball team, at the UPMC Events Center.

A TRAJECTORY OF GROWTH AND SUCCESS

The new President will be expected to sustain—and strategically build on—the university's exciting momentum, which is typified by greater visibility and perceived prestige among the region's opinion leaders and families, increasing alumni engagement, and a significantly more robust fundraising capacity and infrastructure, including a recently completed capital campaign that exceeded its $100 million goal.

Successful fundraising—including corporate, foundation, and government grants—have allowed RMU to build state-of-the-art academic, athletics, and recreational facilities. This includes, since 2011, new or renovated facilities for each of the university's academic schools, the UPMC Events Center, and the Student Recreation and Fitness Center.

The university also has provided new space for the RMU Center for Career and Professional Development and the RMU Center for Veterans and Military Families. In 2021, the university announced a new RMU Military Service Award, which allows most service members and veterans to earn a bachelor's degree at no cost. Under the auspices of the RMU Office of Corporate Relations and Strategic Initiatives, the university partners with employers throughout the Pittsburgh region and beyond to provide leadership education and professional development to their workforce.

This next leader will be asked to further mature RMU's recent investments in new facilities, programs, and initiatives so as to enhance their quality and reputation, to develop new sources of revenue including active engagement in fundraising, and to advance a vision for RMU's next decade.

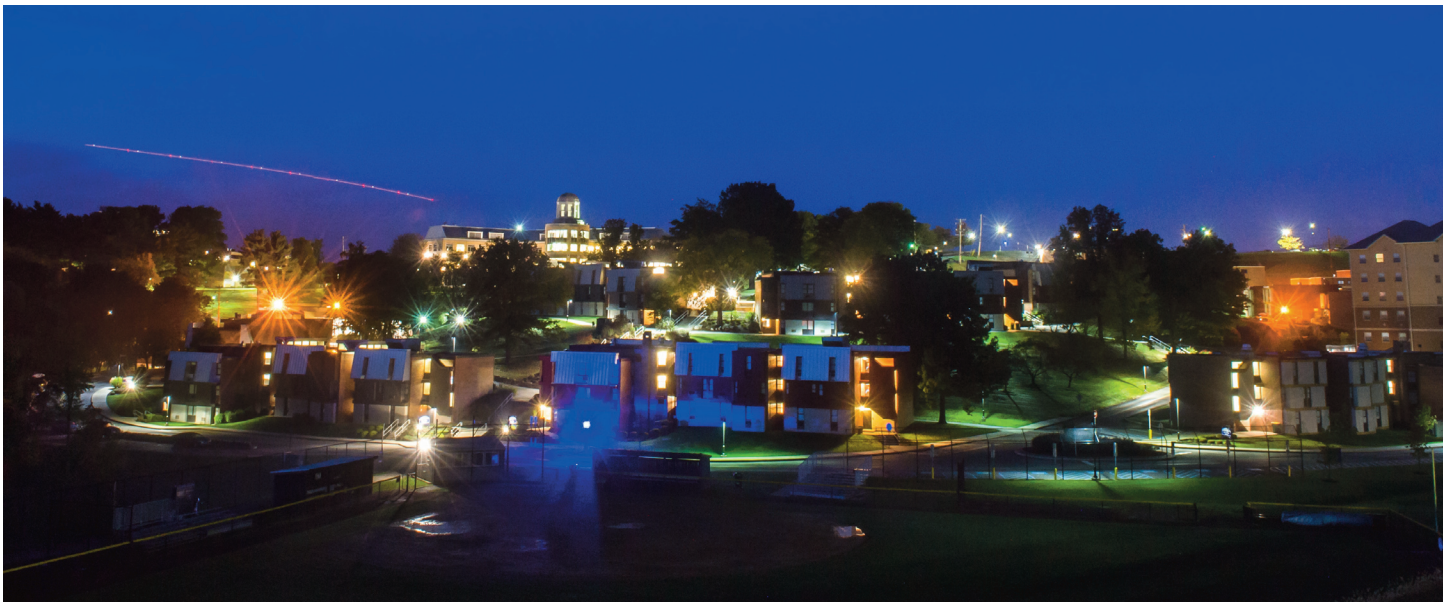


RMU STUDENTS COME FROM

43
STATES

34
NATIONS

207
INTERNATIONAL ENROLLMENT



ROBERT MORRIS UNIVERSITY: AN OVERVIEW

Robert Morris University is located on 230 acres in Moon Township, Pa., five minutes from Pittsburgh International Airport and approximately 20 minutes west of downtown Pittsburgh.

Classes at RMU blend general education requirements with professionally focused courses that emphasize strong communications skills and prepare students for careers in such fields as business, education, information technology, engineering, and healthcare. For the Class of 2020, the last year for which complete data is available, 95 percent of bachelor's degree recipients who are employed are working in the field of their choice.

Approximately half of full-time undergraduate students (and 73 percent of freshmen) live in university housing. Among the university's 179 full-time instructional faculty, 92 percent hold terminal degrees. While the faculty teaching load is 4-4, assigned time to support scholarship is available and regularly used by many faculty; in fact, RMU places considerable emphasis on the scholarly contributions of its faculty and provides opportunity for course load reduction related to research endeavors. Robert Morris faculty also are deeply engaged in providing experiential learning opportunities for students, and the university places great emphasis on providing students with faculty and staff mentors.

All full-time teaching faculty are represented under a collective bargaining agreement with the American Federation of Teachers (AFT). The relationship between the AFT and Robert Morris is characterized by most as a positive one where cooperation and collaboration prevail.

RMU is among the more affordable private institutions in Pennsylvania, and its cost of attendance is lower than the University of Pittsburgh and Penn State once financial aid is taken into consideration. Tuition, room, and board is approximately $44,000 per year, with more than 90 percent of full-time undergraduate students receiving financial aid in the form of grants, loans, scholarships, or work-study jobs.



THE STUDENT EXPERIENCE

Robert Morris University's recent history has been marked by its transformation from a regional commuter college to a nationally recognized, comprehensive doctoral university where the majority of freshmen live on campus as well as approximately half of all full-time undergraduate students. The shift in focus towards residential life on the 230-acre scenic suburban campus led to a significant expansion of Student Life programming to foster a dynamic living and learning environment.

A rich variety of clubs, organizations, and other activities help students to thrive in and out of the classroom. No matter their interests or career goals, students can find any number of opportunities for engagement outside the classroom, from the Top Secret Colonials for cybersecurity students to RMU's award-winning student chapter of the American Marketing Association to Colonial Theatre to the Mechatronics Engineering Club to 16 fraternities and sororities. RMU has become well known for its expansive club sports program, featuring 23 teams with 458 club sports athletes. Club sports include ice hockey, bowling, and rugby, as well as esports.

The Center for Global Engagement and Office of Multicultural Student Services promote study abroad and other international education opportunities, while fostering a diverse and inclusive campus community. International students are welcomed and encouraged to feel at home at RMU, and are among the campus's most engaged student leaders. In addition, the university's Student Engagement Program affords students numerous opportunities for internships and other professional experiences, community service, scholarly research, campus leadership, and more, giving RMU students a competitive edge in applying for jobs and admission to graduate schools.

BY THE NUMBERS

3,764
TOTAL ENROLLMENT

3,011
UNDERGRADUATE ENROLLMENT

753
GRADUATE ENROLLMENT

1,529
RESIDENT STUDENTS

53%
MALE

47%
FEMALE

RMU LIVES ITS CORE VALUES EVERY DAY

COLLABORATION
RMU will continue to seek mutually beneficial opportunities with other organizations to further the goal attainment of both RMU and its partners. These initiatives may involve knowledge transfer, financial support, community development, resource sharing, or other forms of cooperation.

EXCELLENCE
RMU seeks to carry out its educational mission with the highest possible standard of quality. The university will also measure its performance and will evaluate those results for guidance regarding what it needs to do to in order to continuously improve.

GLOBAL PERSPECTIVE
An increasingly diverse and multinational work environment demands graduates who are able to understand and relate to cultural differences as well as to excel within an increasingly complex world. Study abroad and cross-cultural educational experiences will be an integral part of an RMU education.

INCLUSION
RMU is a community where respect for the individual comes first. This will be manifested through the cultivation of mutual respect, personal integrity, and a commitment to building a diverse university community.

INNOVATION
RMU will selectively seek opportunities where embracing mission-consistent technological innovations or emerging concepts may help it increase its financial strength, prestige, or institutional outcomes.

PROFESSIONAL FOCUS
RMU's strength is its alignment of its academic programs with the external environment, validated by the highly successful job placement rates of its graduates, growing student demand for its educational offerings, and its increasing attainment of professional accreditations. The curricula will maintain this historical focus for both existing and future programs.

RESPONSIVENESS
RMU is alert to opportunity, agile, and nimble in seeking opportunities to more effectively carry out its educational mission. RMU will continue to scan its environment for ways to bolster its financial strength and market distinctiveness.

TRANSFORMATION
An RMU education is a transformative experience where students will be provided with a living/learning environment that will prepare them for the complexities and uncertainties of an evolving society. Student success and personal growth will be fostered via a combination of academics, social relations, leadership roles, spiritual development, community service, and athletic opportunities. The university itself continues to grow and evolve in order to effectively deliver those desirable student outcomes.

THE BOARD OF TRUSTEES

The university's Board of Trustees is currently composed of 35 men and women whose combined experience, dedication, and vision provides leadership and guidance to shape RMU's goals, policies, and practices. Alumni comprise more than 50 percent of the Board membership. The President is a non-voting, ex-officio member. Although the majority of Trustees reside in the Pittsburgh region, there is increasing geographical diversity on the Board. The Board meets quarterly, and its 10 standing committees meet throughout the year.

RMU RESOURCES

Robert Morris's endowment has grown 61 percent since 2016, and the annual projected revenue for fiscal year 2021-22 is $105 million. The endowment was buoyed by the recently completed Ready to Rise campaign, which raised a record-setting $113 million.



A HISTORY OF TRANSFORMATION

Throughout its history, Robert Morris University has evolved to meet the changing demands of the higher education market and the professional workforce of western Pennsylvania—all while staying true to its consistent values and mission.

RMU was founded in 1921 as the Pittsburgh School of Accountancy by Andrew Blass in response to what he saw as a shortage of accountants in the local economy. In 1935, the school's president, Richard Khuen III, changed the name of the institution to the Robert Morris School of Business to reflect the institution's broadening range of academic programs and to honor the founding father known as the financier of the American revolution.

After leasing space at several other Pittsburgh locations, including downtown's famed William Penn Hotel, Robert Morris purchased a building of its own in 1959, the Rust Engineering Building at 600 Fifth Ave. in downtown Pittsburgh. Three years later, Robert Morris acquired the summer estate and farm of Pittsburgh department store executive Oliver Kaufmann in Moon Township in order to build its first residential campus. The first students on campus lived in the Kaufmann mansion, where now sits Massey Hall, across from the estate's original gardens. Today, nearly 1,500 students live in 13 residence halls.

In 1961, Robert Morris became a nonprofit institution so that it could become a junior college, a change necessitated by a decision of the Pennsylvania Institute of Certified Public Accountants to require candidates for the CPA exam to earn a college degree. The following year, the name of the school changed to Robert Morris Junior College, and then, in 1969, it became Robert Morris College.

Robert Morris continued to grow throughout the next three decades, expanding to include graduate degree programs and adding more bachelor's programs as well. In 1977, Robert Morris joined the NCAA Division I for interscholastic athletics.

In 2002, following approval by the Pennsylvania Department of Education, the school became Robert Morris University. In 2010, RMU sold its building in downtown Pittsburgh in the midst of a major expansion of its residential campus in Moon Township. Today the university offers 60 undergraduate degrees and majors, 19 master's programs and four doctoral programs, as well as 28 fully online degree programs.

RMU'S NAMESAKE

Though Robert Morris the man has no formal connection to the institution, Robert Morris University has embraced the role its namesake played in winning America's independence from England. Morris, who was one of Pennsylvania's first senators, signed the Declaration of Independence, the Articles of Confederation, and the Constitution. RMU's sports teams are nicknamed the Colonials and many campus buildings are named for founding fathers and other men and women who made pivotal contributions to American independence. A statue on campus, known as Bronze Bob, commemorates the university's namesake and provides a popular photo spot.

In recent years, RMU has been forthright in acknowledging that our namesake perpetuated and profited from slavery, even as we celebrate the principles upon which this nation was founded and which Morris had a significant hand in devising. As a university, RMU recognizes the ways in which our nation has too often fallen short of these high ideals, which is why we strive to create a diverse and inclusive campus community where all students have the same opportunities and resources to pursue their dreams.



THE PITTSBURGH REGION

With nearly 2.4 million residents, the Pittsburgh metropolitan area is the largest population center in both the Ohio River Valley and Appalachia. The city lies 50 miles west of the Allegheny Mountains and is centered at the Point, where the Allegheny and Monongahela rivers meet to form the Ohio River.

The city traces its origins to a succession of forts built by French and then English forces in the 1750s during the French and Indian War. The rivers flowing through Pittsburgh made it easy to ship goods into and out of the city, and during the Industrial Revolution, Pittsburgh became a hub of commerce and manufacturing. By the time of the Civil War, Pittsburgh boasted nearly 1,000 factories. Steel production became the city's chief industry in the late 1800s, and Pittsburgh experienced several decades of growth and prosperity. But the U.S. steel industry shrank in the late 1970s, and Pittsburgh's wealth and population began to decline.

A CITY TRANSFORMED

Pittsburgh has recovered from the collapse of its steel mills. The city has rebuilt itself and developed new industries, and today it is a recognized leader in the financial sector, medicine and healthcare, and high-tech fields including robotics, artificial intelligence, and software engineering. The Pittsburgh metro area is a thriving center of higher education and is home to 28 colleges and universities.

Because of its low cost of living, low crime rate, wide selection of cultural and entertainment venues, and attractive natural surroundings, Pittsburgh is consistently voted one of the most livable cities in the country.

The city itself is renowned for its scenic beauty. New York Times architecture critic Paul Goldberger has called it “the only city in America with an entrance,” referring to the moment visitors emerge from the Fort Pitt Tunnel to encounter “a skyline of striking power.” Two historic inclines climb the steep ridge called Mount Washington, offering passengers sweeping views from its summit.

Pittsburgh offers entertainment and cultural opportunities on par with many major cities. Stadiums for the Steelers and Pirates and an arena for the Penguins are walking distance from the downtown business district. The city is home to more than 200 museums and art galleries, including the world-famous Carnegie complex of museums and the funky Andy Warhol Museum. The cultural district features live theater, music, and dance, including the Pittsburgh Symphony Orchestra, the Pittsburgh Public Theater, the Pittsburgh Opera, and the Pittsburgh Ballet Theatre.

Career opportunities are abundant. Pittsburgh is home to several Fortune 500 companies, 250 international corporations, one of the country's largest banks, and a health system ranked in the nation's top 10.



THE ROLE OF THE PRESIDENT

The President of Robert Morris University is the chief executive officer of the institution and is responsible for all operations of the university, including overall leadership and management of the institution, its academic enterprise, fundraising, development of budgets, and allocation of resources. The President reports directly to the Board of Trustees and operates in accordance with Board policies and procedures in pursuit of the strategic initiatives that will further strengthen the university and the community.

RMU's President will be an engaged, inspiring leader with a demonstrated commitment to RMU's heritage, mission, and core values. The President will advance those values by building on the university's traditions and strengths, actively seeking consensus among all its constituencies, and exercising superb management, financial, and decision-making skills. The President will communicate effectively and transparently with internal and external constituencies, articulating clearly and passionately RMU's mission and strategic aspirations.

The President will embrace the faculty's commitment to excellence in teaching and will strengthen and foster a vibrant and diverse community of students, faculty, and staff, enhancing relationships with alumni, parents, community leaders, and others closely associated with the university. Finally, the President will lead by modeling character, passion, integrity, and the pursuit of knowledge.

The President's principal duties are to:

- Articulate the mission and core values of Robert Morris University and establish a culture that drives the university's strategies;
- Ensure that the university presents high-quality undergraduate and graduate academic offerings aimed at the achievement and success of its students;
- Work closely and collaboratively with the Board of Trustees in regularly reviewing and refining RMU's strategies for continued success;
- Lead faculty, staff, and administrators to pursue focused goals in a clear, purposeful way, including those that address student needs, initiatives in teaching, aspirations in academic scholarship and research, programs of service and leadership, and the enhancement of faculty and staff;
- Personally interact with community leaders and local, regional, and state elected officials to further their appreciation for the value that RMU provides to the citizens of the Pittsburgh region and western Pennsylvania;
- Strengthen partnerships with the business community, area school districts, and other institutions of education (both two and four-year schools);
- Encourage alumni involvement in the university and its activities;
- Lead aggressive efforts to raise funds from individual donors, private and non-profit sources, government grants, corporations, and foundations.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

Robert Morris University's next President will be arriving at a stressful time. The Covid-19 pandemic has caused extraordinary challenges for all colleges and universities, and for the foreseeable future will continue to impact enrollment, finances, course delivery, and the student experience. Robert Morris will need to pivot to address these issues continually, and the next President will be tasked to develop and execute short-term plans that stabilize the university's financial and educational platforms.

At the same time, the President will construct a vision and plan for the long term that builds institutional resiliency through imagining and implementing new possibilities for sustainability and growth. These longer-term initiatives will be embodied in a new strategic plan, which the President will lead immediately upon assuming office. The last strategic plan ("RMU 100") spanned the period of 2018-2021. This planning process of re-imagining and reconfiguring RMU in the post-pandemic world will provide the new President with an invaluable opportunity to learn about the university and develop new relationships. This plan should be comprehensive and bold – examining all facets of the university (including its academic programs) with an eye to optimizing its opportunities for future growth.

In leading the university through its short-term complexities, the next President of RMU will be encouraged to place immediate emphasis on the following priority imperatives aimed at strengthening the university and adding value to its students, faculty, staff, and community:

1. SHARPEN RMU'S ENROLLMENT STRATEGIES AND TACTICS

RMU's enrollment has been dropping over recent years, although first-time freshman enrollment showed an encouraging rebound in 2021 (a 23% increase). Total undergraduate and graduate enrollment for the academic year 2021-22 was 3,764 compared to 5,380 in 2015-16. This trend has been driven by the pandemic, declining in regional demographics, and intensifying competition from other universities in the region, as well as a decline In enrollment from one international location unrelated to program and student success. The new President will commit personal leadership to plans currently underway to rebuild enrollment (and accompanying revenues) to sustainable levels, emphasizing enhanced undergraduate, graduate, and international recruitment. This strategy and accompanying tactics will look at enrollment growth options in the context of their impact on programs, facilities, faculty, and student success. Companion elements of this plan will stress the importance of continually improving retention and graduation rates.

These efforts will directly support the goal of positioning RMU as a “destination” school for first-time and transfer students. At the same time, the university should also intensify its offerings and delivery options to attract more non-traditional students. Plans should be developed to further cultivate adult learners who can access an RMU education in-person and/or online to achieve degree completion or professional certifications.

2. DEVELOP AND COMMUNICATE A MORE DISTINCTIVE IDENTITY FOR ROBERT MORRIS UNIVERSITY

Through its successful transformation over the past decade, RMU has built – on its own merits – a much stronger reputation for academic quality, community engagement, and the student experience. This enhanced image has been celebrated by its core stakeholders (faculty, student, staff, alumni and its immediate community partners) but needs to further penetrate broader constituencies. Focused efforts should be undertaken to sharpen RMU's brand and value proposition to make the university even more distinctive and identifiable.

RMU has strong and distinctive assets to leverage:

- Its historic (and intensifying) focus on applied learning.
- An academic portfolio that many universities and employers relish: a professionally-focused curriculum emphasizing business, healthcare, education, computer information systems, cybersecurity, design, engineering, actuarial science, data science, pre-med, and pre-law.
- A culture embodied in our trademark slogan: Big Enough to Matter, Small Enough to Care ®
- An academic and student “product” that is on firm footing. RMU has recently undertaken an academic program prioritization to ensure that its courses are relevant and competitive. Its programs are nationally accredited and the university is in the final stages of its 10-year Middle States Accreditation review.

RMU has invested additional funding for more aggressive and extensive marketing designed to bolster its reputation well beyond the Pittsburgh market. The achievement of this goal will have a material and positive impact on many other university objectives – enrollment growth, fundraising, increased awareness/reputation, and governmental/community appreciation. The President should embrace this as a top priority and ensure that all university policies, investments, and core institutional messages are aligned with this objective.

3. STRENGTHEN RELATIONSHIPS AND PARTNERSHIPS WITH KEY INTERNAL AND EXTERNAL RMU CONSTITUENTS

In terms of personal engagement and visibility, the President must be regularly attentive to the university's internal communities, and convey a personal and visible commitment to building a holistic culture that unites students, faculty, staff, and others (including collective bargaining units) in support of the common mission of ensuring RMU's future success. The President should be consistently visible at campus forums and events and genuinely engaged with faculty, staff, and students.

Another important relationship to be cultivated will be that between the President and the Board of Trustees. RMU is well-served by a Board comprised of well-respected and successful community/business leaders – many of whom have a personal connection to RMU and are committed to the university's future. The President should establish personal and professional credibility with the Board, understand their needs and expectations, and implement proper planning and communications protocols that strengthen this partnership on an ongoing basis.

Externally, as the "face and voice" of the university, the next President will need to convey to all stakeholders a clear and enthusiastic commitment to RMU, possess knowledge of its strengths and potential, and have the ability to communicate RMU's value proposition to others. The President will strengthen bridges to the local Pittsburgh community by engaging actively with business and civic leaders and by working with them to manage healthy physical and economic growth. Ideally, successful partnerships here will yield new RMU revenue streams through customized workforce training programs for regional employers and the provision of outsourced education to their employees.

4. BUILD AND STEWARD RMU'S RESOURCES

As a predominantly tuition-driven institution, RMU's revenues have been disrupted by the pandemic's impact on enrollment. As such, the next President will lead efforts to consider new revenue streams that will assist students financially, maintain the quality of RMU's academic and co-curricular programs, enhance the depth of its faculty and staff expertise, and provide for competitive facilities (particularly in the area of student housing). RMU's projected revenue for FY21-22 is $105 million. The university has recently undertaken a thoughtful but aggressive initiative to reduce expenses.

RMU's endowment is currently $48.9 million. The university's recent fundraising successes are encouraging. The last capital campaign ("Ready to Rise") was launched in 2019 with a goal of $100 million. It concluded ahead of schedule in 2021, having raised $113 million (three times as much as the previous campaign). Annual giving has increased to $10 million and alumni participation is at an all-time high. A new capital campaign is envisioned to coincide with the next strategic plan.

The next President will continue cultivating a more intensive culture of philanthropy among RMU's stakeholders by committing sufficient personal time and energy to friend-raising, fundraising, and stewardship. The President's principal role is to ensure that donors recognize the significance of their potential gift and how the gift will help the university accomplish its goals. The new President will lead the planning of efforts to increase corporate/foundation support and annual giving through personally cultivating current and prospective donors. Finally, the new President will actively participate in a more intensive outreach to RMU's 50,000+ alumni to raise their awareness of – and giving to – the university.

5. FOSTER A CAMPUS CULTURE THAT EMBRACES INCLUSION, DIVERSITY AND COMMUNITY

Although RMU has worked effectively in recent years to expand the diversity of its student population and the profile of faculty and staff, the need for continued progress in this area remains an important goal. The new President must lend personal authority and passion to efforts underway to increase diversity at all levels through targeted recruiting so that the campus profile is better aligned with that of the expanded Pittsburgh region.

The President should also promote a culture of diverse and progressive thought and expression, and make appropriate and reflective comments about social issues impacting the university community. The President should apply interpersonal qualities that bring people together and cohesively unify the campus at a particularly stressful time in American society.

6. CULTIVATE LEADERSHIP CULTURE CENTERED ON OUTCOMES

The relevance of a higher education experience is increasingly measured by students, parents, and employers in terms of the ability of an institution to prepare students for immediate career success and long-term employability. RMU – with its emphasis on professional education and developing practical skills – is well-positioned to demonstrate that its students realize a comparatively higher "return on investment" in their college education. The next President should further amplify this "outcomes orientation" to better differentiate RMU in the marketplace, and work diligently to ensure that RMU administrators, faculty, and staff share this accountability.

The President will inherit a strong, seasoned, and committed academic and administrative senior leadership team and work closely with an equally talented and dedicated staff and faculty. To build on this, the President must establish clear goals toward which the administration, faculty, and staff will work as one. The leadership culture should be one of mutual trust, transparency, and collaboration. The President will also assess the current administrative structure to ensure it maximizes efficiencies, streamlines process, and appropriately engages faculty in the shared governance of the university.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

The President of Robert Morris University will first and foremost demonstrate a living, active commitment to the university's mission and the people and communities it serves.

The President will be a visionary leader and will also have outstanding financial and administrative skills, be a proven leader of high performing teams, bring experience at building relationships essential for fund-raising and institutional advocacy, and convey an unrelenting enthusiasm and skill for telling the RMU story.

In addition, the President should ideally demonstrate the following attributes:

Professional qualifications

- Ph.D. or other terminal degree is preferred. In lieu of a terminal degree, candidates should have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and confidence of the academic community.
- Ability to listen, think strategically, and make transparent data-driven decisions appropriately within an academic system.
- Solid intuitions about higher education market segmentation and where universities like RMU fit in.
- Strong understanding of academic financial models and budgeting processes with a keen eye for operational efficiency and optimal use of resources.
- Experience in institutional marketing and overseeing a successful branding and promotion campaign.
- First-hand success in driving institutional change and transformation in the face of challenges and uncertainty.
- Capacity – and willingness – to think differently about the higher education business model and how to build long-term viability.
- Appropriate appreciation for current enrollment management and student success "best practices" and experience in contributing to achievements in student enrollment, retention, and graduation.
- Cognizance of the importance of co-curricular programs and athletics in contributing to the holistic growth of students and attractiveness of the university experience given the brand recognition it creates in the market.
- Seasoned capabilities in leading both the design and implementation of an institution-wide strategic plan.
- Previous experience working closely and collaboratively with a governing board and establishing a partnership of mutual trust and open communications.
- Appreciation for the traditions of shared governance and collective bargaining and their role in a university's decision-making processes.
- Understanding of trends and issues in higher education nationally, including higher education financing and the increasing impact of digital learning.
- Understanding of and appreciation for the appropriate role of technology in higher education and its impact on new teaching and learning models.
- Record of encouraging, facilitating, and rewarding innovation and entrepreneurial thinking at all levels.

Personal qualities

- Strong intellect and appreciation for academic excellence.
- Student-centered approach to education and administration, which prioritizes keeping students at the center of the university's programs and operations and their academic and holistic development being the ultimate goal.
- Personal courage and conviction to lead a campus through challenging times with appropriate changes designed to ensure its relevance and sustained success in the decades ahead.
- Exceptional communication and listening skills and the ability to articulate a compelling vision and goals.
- Willingness to roll up sleeves and personally contribute to key deliberations and a sense of urgency in making learned, crisp, and timely decisions.
- A drive for results.
- Ability to relate warmly and respectfully to people at all levels.
- Exceptional people skills to successfully enable compromise between opposing forces.
- Executive disposition that conveys the qualities, traits, energy, and demeanor that generate leadership respect.
- Strong commitment to – and track record of – inclusion and diversity in the student body, faculty, and staff.
- Genuine eagerness to be an active and visible leader of the RMU community on campus and a strong advocate and emissary for RMU off campus.
- The “street smarts” necessary to appreciate the political and external influences on a university and how to effectively manage these.
- High tolerance for ambiguity and the personal resiliency to weather challenges and unpredictability.
- Personality characterized by clarity of thought, self-awareness, optimism, and enthusiasm.
- A sense of humility – an individual whose ambition is first and foremost for the institution and its purpose, not themselves.

PROCEDURE FOR CANDIDACY

Confidential inquiries, nominations, and applications are invited. Review of applications will begin in late spring 2022 with the goal of announcing a new President in summer 2022. For fullest consideration, applicant materials should be received by May 1, 2022. Candidates should provide a resume or curriculum vitae and a letter of application that addresses the responsibilities and requirements described in this Leadership Profile. These materials should be sent electronically to WittKieffer's candidate portal.

The entire search process provides confidentiality to all candidates. References will not be contacted until after first round interviews and not without prior knowledge and approval of candidates. Questions or nominations can be directed to RMU's consultants at WittKieffer: John K. Thornburgh, Ryan Crawford, and Luis Bertot at **RMUPresident@wittkieffer.com**

WITT/KIEFFER

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Robert Morris University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

ADDITIONAL INFORMATION ON ROBERT MORRIS UNIVERSITY: WWW.RMU.EDU

ROBERT MORRIS UNIVERSITY EQUAL EMPLOYMENT OPPORTUNITY POLICY

Robert Morris University complies with all applicable laws in all aspects of employment with regard to age, sex, race, color, religion, national origin, sexual orientation, or non-job related disability.