



PROVIDENCE
COLLEGE

Provost

Leadership Profile

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The Opportunity

Overview

Providence College (PC), a four-year, Roman Catholic and Dominican liberal arts institution of higher education, seeks a highly qualified, seasoned academic leader with a record of scholarly achievement and proven administrative success to serve as the college's Provost/Senior Vice President for Academic Affairs. The new provost will play a pivotal role in shaping the future of Providence College, providing the vision, planning, and leadership reflected in the College's Strategic Plan ([See PC200](#)).

Providence College is a community committed to academic excellence, growth in virtue, and service of God and neighbor. The college was established in 1917, and represents a distinctive identity and mission as the only college or university in the United States founded by, and conducted under the auspices of, the Dominican Friars. Formally known as the Order of Preachers, the Dominicans were founded by St. Dominic de Guzman in 1216, and have been leaders in Catholic scholarship and education for over 800 years. Providence College is proud to advance and develop this academic tradition for the modern world.

PC consistently has been ranked among the top five regional (north) universities according to *U.S. News and World Report's* "America's Best Colleges." The college is accredited by the New England Commission of Higher Education (NECHE). Other accreditations/certifications include American Chemical



Society; Association to Advance Collegiate Schools of Business; Council on Social Work Education; and Rhode Island Department of Education. Providence College employs more than 1000 employees and is among the top 30 employers in the State of Rhode Island. The college competes in eight men's and 11 women's varsity sports, all at the Division I level, with membership in the NCAA, the BIG EAST Conference, and the Hockey East Association.

Providence College awards baccalaureate and master's degrees. The college's four schools, Arts and Sciences, Business, Professional Studies, and Continuing Education, collectively offer more than 70 degree programs. With an undergraduate population of approximately 4500 students, 314 full-time,

and 182 part-time faculty members, the college boasts a 12:1 student-faculty ratio, ensuring a highly personalized education. As a primarily undergraduate institution, PC values the close relationship between faculty and student that places emphasis on developing students' ability to think critically, solve problems, and engage in their communities. The college's signature Development of Western Civilization (DWC) program exemplifies PC's unique approach to liberal arts education. Team-taught by faculty from numerous disciplines and completed by each student, DWC engages students and faculty in an exploration of humanity's most important questions.

The provost must appreciate and promote the value of a broad liberal arts education— one that is both Catholic and catholic — that is distinguished by leveraging the interconnections among the humanities, fine arts, social sciences, natural sciences, and professional courses of study, and by integrating the classroom experience with experiential learning opportunities. Our hope is to prepare students to live meaningful, purposeful, and fulfilling personal and professional lives in an increasingly global society.

PC is located on a picturesque, 105-acre campus two miles from downtown Providence. The college has invested substantially in the construction and renovation of state-of-the-art academic and athletic facilities, and has a robust plan for ongoing capital improvements.

Across the college's varied academic programs, each with its distinctive methods and insights, the PC community together seeks to "contemplate the truth and share with others the fruits of contemplation," one of the mottos of the Dominican Order. This common Mission further inspires PC's special emphasis on interdisciplinary, integrative teaching, learning, and collaboration across the curriculum, which is rooted in the conviction that the truths discovered in each field can and should be brought into fruitful dialogue with each other. Moreover, its unwavering commitment to fostering a loving, diverse, and inclusive living and learning environment for faculty, staff, and students alike reflects this Mission. As it embarks on its second century as the Northeast's premier Catholic liberal arts college, Providence College is proud to offer its students a truly unique and transformative educational experience. ([*See Providence College Mission and History for more details.*](#))

For more information about how to nominate a candidate or express personal interest, please see the "Procedure for Candidacy" section at the end of this document.

Providence College

MISSION STATEMENT

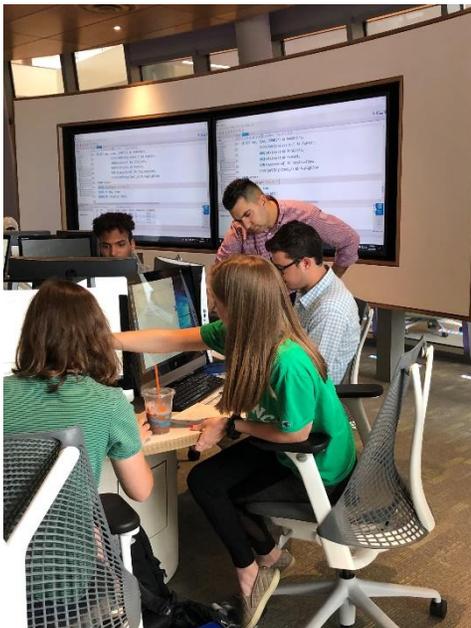
Providence College is a Catholic, Dominican, liberal arts institution of higher education and a community committed to academic excellence in pursuit of the truth, growth in virtue, and service of God and neighbor.

FAITH AND REASON

Providence College is confident in the appeal of reason, believes that human beings are disposed to know the truth, and trusts in the power of grace to enlighten minds, open hearts, and transform lives. Providence College maintains that the pursuit of truth has intrinsic value, that faith and reason are compatible and complementary means to its discovery, and that the search for truth is the basis for dialogue with others and critical engagement with the world.

ACADEMIC EXCELLENCE

Providence College is committed to academic excellence, and holds itself to the highest standards in teaching, learning, and scholarship. Its [core curriculum](#) addresses key questions of human



existence, including life's meaning and purpose, and stresses the importance of moral and ethical reasoning, aesthetic appreciation, and understanding the natural world, other cultures, and diverse traditions. Providence College honors academic freedom, promotes critical thinking and engaged learning, and encourages a pedagogy of disputed questions.

COMMUNITY AND DIVERSITY

Providence College seeks to reflect the rich diversity of the human family. Following the example of St. Dominic, who extended a loving embrace to all, it welcomes qualified men and women of every background and affirms the God-given dignity, freedom, and equality of each person. Providence College promotes the common good, the human flourishing of each member of the campus community, and service of neighbors near and far.

VERITAS AND PROVIDENCE

Providence College brings the eight-hundred-year-old Dominican ideal of *veritas* to the issues and challenges of today. It seeks to share the fruits of contemplation in an increasingly global and diverse society, and to praise and bless all that is good and vital in human endeavors. Providence College supports the Dominican mission of preaching the gospel of Jesus Christ to a new generation of students and helping them discover God's providence in their lives.



GOVERNANCE

In 1994, Providence College restructured its governing body to a two-tier structure: a Corporation and a Board of Trustees. The 12-member Corporation is the body that has the ultimate authority to exercise control over ownership of property, to promulgate and amend the by-laws, to accept or reject the recommendation for election to the Presidency of the College by the Board of Trustees, and to elect members of the Corporation and of the Board of Trustees. The Corporation is comprised of four ex-officio members and eight other individuals elected by the Corporation, four Dominican friars and four laypersons. The ex officio members are the Provincial of the Province of St. Joseph, the elected leader of the Dominican Order for the eastern region of the United States; the Roman Catholic Bishop of the Diocese of Providence; the President of the College; and the Chair of the Board of Trustees.

The Board of Trustees is charged with complete governance of the affairs of the College not reserved to the Corporation. The Board of Trustees establishes major institutional goals; engages in long-range planning and policy-making; oversees the annual operating budget of the College; and oversees the review process, and recommends a Dominican friar for election to the presidency of the College. The Board of Trustees is comprised of not less than 25 and not more than 40 members. Each member of the Corporation and the executive vice president of the College shall be ex-officio members of the Board. The remaining members shall be elected by the Corporation from among a list of candidates proposed by the Board of Trustees. A Board member is elected to a three-year term and is eligible to serve three full consecutive terms. Currently, there are 38 members serving on the Board. The Board meets three times a year.

SCHOOLS AND PROGRAMS

Providence College is a primarily undergraduate, liberal arts, Catholic institution of higher education. Committed to fostering academic excellence through the sciences and humanities, the College provides a variety of opportunities for intellectual, social, moral, and spiritual growth in a supportive environment. The College's academic organization centers around four schools: Arts & Sciences, Business, Professional Studies, and Continuing Education.



As the home of the arts and sciences programs, the [School of Arts & Sciences](#) is central to the Providence College mission and identity as a liberal arts institution. Programs of study offered through the School of Arts & Sciences support the College's mission of fostering academic excellence through the humanities, fine arts, social sciences, and natural sciences, while cultivating intellectual, spiritual, ethical, and aesthetic values within the context of the Catholic and Dominican tradition. The School of Arts & Sciences includes 18 academic departments and 9 academic programs that offer [undergraduate majors](#), minors and/or certificates. [Graduate degree](#)

[programs](#) are also available.

Providence College graduates in the fields of education, health policy and management, and social work are thoroughly prepared for future endeavors in their chosen field, which is why the College's [School of Professional Studies](#) has earned a reputation among employers for excellent career preparation. Extensive internship and fieldwork opportunities are an integral part of the Providence College curriculum—providing students with the hands-on experience necessary to excel in the workplace.

The Providence College [School of Business \(PCSB\)](#) includes undergraduate programs in accountancy, finance, management, and marketing, and the Master of Business Administration (M.B.A.) Program. Completion of the curriculum leads to a Bachelor of Science (B.S.) degree for undergraduate students and the M.B.A. degree for graduate students. Minors are offered in accountancy and finance. The College also offers a minor in Business and Innovation, open to students in the School of Arts & Sciences and the School of Professional Studies.

The Providence College [School of Continuing Education \(SCE\)](#) affords individuals the opportunity to pursue an undergraduate education on a part-time or full-time basis as a degree candidate enrolled in an associate, bachelor, or certificate program; as a non-degree candidate, taking courses to be applied to a degree candidacy at a later time; for personal enrichment; or as an auditor, attending solely for personal enjoyment. Classes are offered evenings, weekends, and online in accelerated and full-semester terms.

FACULTY

Providence College's faculty consists of the Ordinary Faculty, the Term Faculty, the *emeriti*, the president, the executive vice president, the provost, and the dean of undergraduate and graduate studies. Faculty governance is vested in the Faculty Senate of Providence College, an elective assembly representing the faculty in the process of determining academic policy. The Faculty Senate has the authority to initiate, revise, and regulate organization of the faculty educational policies of the College. More information can be found in PC's [Faculty Handbook](#).

Full-time Faculty = 317

Male = 196 (62%)

Female = 121 (38%)

Tenured/Tenure-track = 263 (83%)

With terminal degrees = 291 (92%)

Dominican faculty = 16

GRANTS

Providence College has an annual portfolio of \$2.5 million in sponsored program activity from a wide array of federal and private sponsors, including the National Science Foundation, the National Institutes for Health, the National Endowment for the Humanities, and the American Council of Learned Societies. Teacher-scholars submit approximately 60 proposals annually to further their teaching and scholarship, as well as the strategic objectives of the College. The Provost promotes and oversees research and integrity, serves as the Institutional Official for the IRB, and is the Research Integrity Officer of record for the College's federal assurances. For additional information, see [2019 Faculty Research and Awards](#).

STUDENT BODY

Enrolled Freshman Class of 2023

The 1,125 freshmen represent continued academic excellence and extracurricular involvement, with an average grade point average of 3.44 on a 4.0 scale.

Average SAT score (middle 50% of the entire enrolled class) was 610-670 for the EBR&W (critical reading), and 590-680 for math. The middle 50% range on the ACT for the entire enrolled class is 27-31.

252 participated in student government (57 were class or council presidents), 978 participated in athletics (403 captains), 248 participated in theatre/music/art, 111 participated in newspaper/radio/yearbook/literary journal, and 882 took part in community service during high school.

20% of the class are students of color.



STUDENT BODY (continued)

Total Student Population = 4834 (Undergraduate, Graduate, and Continuing Education)

Male = 2,146 (44%)

Female = 2688 (56%)

Geographic Origin of Undergraduate Students (4,316)

Rhode Island = 568 (13%)

Other New England = 2,313 (54%)

Other United States = 1,335 (31%)

Int'l/US Territories = 100 (2%)

Graduation and Retention Rates

4-year Graduation Rate (2013 Cohort) 83%

5-year Graduation Rate (2012 Cohort) 85%

6-year Graduation Rate (2012 Cohort) 86%

ACADEMIC FACILITIES

In recent years, the College has expended \$147 million in its academic facilities and will continue to invest resources in this area. The Ruane Center is home to the College's Development of Western Civilization Program, its School of Arts and Sciences, its Liberal Arts Honors Program, and its departments of English and History.

The Arthur and Patricia Ryan Center for Business Studies, completed in September 2013, is the home for the Providence College School of Business. The Center provides state-of-the-art facilities conducive to collaboration, student-faculty interaction, active learning, and entrepreneurial thinking. In addition to classrooms and lecture halls, the facility includes one video conference room, two finance and accounting computer labs, and 12 Bloomberg terminals.

A new four-level, 37,000 square foot Science Complex was completed in September 2018 as the first step in an ongoing multi-stage initiative to update all of the College's science and research facilities. Phase Two of this project, completed in September 2019, included the complete renovation of Sowa Hall. The renovated space includes an enlarged vivarium, faculty and support spaces for all science departments, and serves as the home for the Lucille and Leo Caiafa, Jr. Center for Psychological Sciences. The Center includes child development study labs, a health data collection lab, clinical Psychology offices, and additional testing and meeting spaces. Phase Three of this project, currently underway, will include a complete renovation of laboratory and classroom space in Albertus Magnus Hall.

For more information, see [Campus Transformation](#).

ATHLETICS

Under the direction of Vice President/Athletics Director Robert Driscoll, and as detailed in the Athletics Department's Strategic Plan, the athletics program includes 19 varsity sports, 93 full-time coaches, and approximately 360 student-athletes. The success of the program is evidenced by NCAA national championships in men's ice hockey and women's cross-country, multiple BIG EAST championships, and a lengthy list of NCAA tournament appearances and wins. The physical plant has been transformed through major renovations and new construction of several facilities in recent years. Athletic success has led to increased interest and support from the local community and state, and from a broad base of alumni across the country, as well as to an enthusiastic spirit on campus. Student-athletes have distinguished themselves in the classroom, and the graduation success rate is now at 95%. These and other achievements have contributed strongly to the College's local and national reputation. For more information, see [Athletics Strategic Plan](#).



THE DOMINICAN COMMUNITY

Providence College enjoys a robust level of religious presence and engagement. Alumni and students have benefited greatly from the engagement of Dominican Friars and Sisters in the life of the community, and many have established lifelong relationships with Dominicans. Most of the 39 Dominican Friars assigned to Providence College live in St. Thomas Aquinas Priory, although several live in residence facilities.

Dominicans serve as faculty in numerous academic departments and programs, including the Development of Western Civilization, Philosophy, Theology, Applied Physics, Biology, Economics, Math, Psychology, History, Theatre/Dance/Film, and Finance. Others serve as College chaplains and in key administrative positions. Individual Friars also serve as chaplains in each residence hall, and a chaplain has been assigned to each athletic team.

The engagement of Dominicans in teaching, scholarship, and service at Providence College reflects the 800 year old Dominican commitment to the pursuit of truth in the conviction that all truths find their ultimate aim and unity in the one Truth that is God. This pursuit of truth has marked the lives and contributions of Dominican philosophers and theologians such as Thomas Aquinas, scientists like Albert the Great, and artists like Fra Angelico. This same pursuit can be seen in the mysticism of Catherine of Siena, the defense of indigenous peoples by Bartolomeo de Las Casas, and the contributions of Yves Congar and Dominique Chenu to the reforms of the Second Vatican Council. It is a rich legacy that has been bequeathed to us, and one we humbly seek to honor and continue at Providence College.

Honoring and advancing this legacy at Providence College is the shared responsibility of the whole College community: friars, sisters and laity; faculty and students; administrators and staff; and alumni and trustees. Each is called to participate in the College's mission and each makes a specific and important contribution to the common good. It is through study and scholarship, prayer and contemplation, and a deep and abiding respect for one another that, together, we will ensure that

Providence College will be faithful to its mission as it engages the promises and challenges of this new century.

Position Summary

Reporting Relationships

The provost/senior vice president for academic affairs (provost) is the chief academic officer, reports directly to the president and is a member of the President's Cabinet. The provost is responsible for the planning, strategic development, and oversight of the college's academic programs, and, in collaboration with the faculty and administration, will drive academic innovation.

The President's Cabinet consists of the President; Executive Vice President/Treasurer; Provost/Senior Vice President for Academic Affairs; Senior Vice President for Finance and Business/CFO; Senior Vice President for Institutional Advancement; Vice President/General Counsel; Vice President for Mission and Ministry; Vice President for Student Affairs; Vice President/Athletics Director; Vice President for External Relations, Marketing, Board Relations; and Vice President/Chief Diversity Officer. The Cabinet is the primary organizational structure by which the college is administered. The Cabinet typically meets weekly to discuss major administrative issues and make policy decisions. Responsibility for implementing Cabinet decisions rests with the appropriate vice president and/or the college President.

On July 1, 2020, Rev. Kenneth Sicard, O.P., Ph.D., currently PC's Executive Vice President/Treasurer, will assume the presidency of Providence College. He succeeds Rev. Brian Shanley, O.P., Ph.D., '80, who will complete 15 years of service to Providence College as its President.

Reporting to the provost are:

- Dean, School of Arts and Sciences
- Dean, School of Business
- Dean, School of Continuing Education
- Dean, School of Professional Studies
- Dean, Graduate Studies
- Associate Provost for Faculty Affairs
- Associate Vice President for Academic Affairs/Chief Institutional Effectiveness Officer
- Associate Vice President/Dean for Admission and Financial Aid
- Assistant Vice President/Academic Facilities & Technology Planning

Organizational charts can be found at:

<https://about.providence.edu/governance/organizational-structure/>



FINANCIAL STATISTICS

Summary Operating Results

	FY'2017	FY'2018	FY'2019	FY'2020B
Net Tuition & Fees	167,253,676	174,678,698	184,597,610	189,765,420
Total Revenues	203,415,503	212,286,205	223,328,406	229,788,385
Total Operating Expenses	193,376,438	200,865,848	214,505,761	218,816,246
Operating Margin	10,039,065	11,420,357	8,822,645	10,972,139
Operating Margin %	4.9%	5.4%	4.0%	4.8%

Fundraising

	FY'2017	FY'2018	FY'2019	3-Year Average
Total Fundraising*	22,751,336	21,047,753	21,679,917	21,826,335

*Council for Advancement and Support of Education Standards

Certain Balance Sheet Accounts as of June 3

Total Debt	153,125,425
Endowment	234,228,360

PROVOST POSITION RESPONSIBILITIES

Essential Duties

- Ensure the College's academic programs and related services embody standards of excellence, achieve strategic goals, satisfy accreditation and governmental regulations and requirements, and fulfill the institution's Catholic and Dominican Mission
- Work closely with the Board of Trustees, the Corporation, the President, the Cabinet, and the campus community to oversee the successful implementation of the academic initiatives reflected in the PC200 Strategic Plan
- In partnership with the President and the Faculty Senate, oversee the College's curriculum and academic policies as expressed in the *Faculty Handbook* and College catalogs
- In coordination with the Office of Finance and Business, direct a transparent and fiscally prudent budgeting process for Academic Affairs, including the allocation of resources and approval of capital expenditures
- In partnership with the School Deans and academic departments, evaluate faculty strengths and needs by discipline to ensure the highest standards of teaching excellence and education of a diverse student body
- Recommend to the President the allocation of new and replacement faculty positions
- Negotiate faculty appointments and coordinate tenure and promotion reviews, serve as the Chair of the Committee on Academic Rank and Tenure, and make appropriate recommendations to the President
- Plan the college's student recruitment strategies and the achievement of enrollment goals approved and established by the President and his Cabinet
- Commit to recruiting for Mission by seeking faculty who, in keeping with the college's distinct identity and founding principles, will celebrate and support Providence College's intellectual, academic, and spiritual tradition
- Commit to recruiting a diverse body of students, faculty, and staff in keeping with the college's Mission and goal of helping students understand and appreciate that diversity of people, experience, and perspective is necessary to solve problems and improve society
- Oversee the ongoing review of the educational processes and services to assure that the academic experience of students approaches the highest standards, and that the college maintains its overall institutional effectiveness
- Oversee and support the college's distinctive liberal arts core curriculum
- Help to improve and sustain an effective model of shared governance in collaboration with the President and the administration, the Board of Trustees, and the faculty

- Serve on the President’s Cabinet and as the liaison to the Academic Affairs Committee of the Board of Trustees; chair, or participate in, other faculty and administrative committees; and represent the administration on the Faculty Senate and the Faculty Welfare Committee
- Assist the President in his efforts to reconcile the interests of various constituencies, and proactively support the unique opportunities, while navigating the complex challenges of overseeing a Catholic and Dominican College in contemporary society
- Develop programs to allow for the enrichment and professional development of faculty and staff
- Actively participate in the life of Providence College as a member of the senior administration through support of, and attendance at, major college events



Goals and Objectives

The provost must have a strong and demonstrated commitment to Catholic higher education and a substantive appreciation for the Dominican intellectual, spiritual, and pedagogical tradition. The provost will provide the vision, planning, and leadership reflected in the college's strategic plan to assure a path that will distinguish Providence College as a nationally recognized, primarily undergraduate-focused, premier Catholic college, with an expanded national recruiting presence and a stellar academic reputation.

As a key member of the President's Cabinet, the ideal candidate will be an academic leader and visionary with strong interpersonal skills, a collaborative working style, and the ability to interact and communicate effectively with faculty, staff, students, parents, alumni, trustees, government agencies, accrediting bodies, other college administrators, the general public, and the Dominican community. The provost will successfully advance the college's Mission that celebrates the harmony of faith and reason, and that includes a commitment to promote and achieve academic excellence, accessibility, student success, leadership in service to others, and diversity, equity, and inclusion. The following goals and objectives have been identified as priorities for PC's next provost:

IMPLEMENT AND SUPPORT THE NEW STRATEGIC PLAN

Providence College's vibrant, 10-year strategic plan adopted by the Board of Trustees in October 2018, [PC200](#), sets the stage for its second century. A 17-member steering committee and a 20-member Future of Higher Education Research Team led the community-based creation of this living document. More than 1,000 stakeholders provided input. The plan's goals are:

Goal 1 – A Distinctive Educational Experience

In the 800-year-old Dominican tradition of critical inquiry, we will provide our students with a life-changing experience that helps them to discover the harmony of faith and reason and that allows them to flourish intellectually, personally, and professionally.

Goal 2 – A Model of Love, Inclusivity, and Equity in a Diverse Community

Inspired by Catholic teaching and St. Dominic's wide embrace of all people, our community will model the love, empathy, and respect which are at the heart of the Gospel of Jesus Christ. A diverse body of students, faculty, staff, alumni, and trustees will work together to advance the mission of the College.

Goal 3 – A Sustainable Institution with Growing National Visibility and Reputation

To steward Providence College's resources for the next 100 years, we will enhance collaboration and create structures within and across academic and functional areas to support an organizational culture and operating model that is mission-driven, creative and nimble, and committed to fiscal responsibility and reputational enhancement

Through these goals, *PC200* addresses the key challenges facing higher education institutions,



including the need for a distinctive value proposition, careful fiscal management, and an evolving recruitment strategy that accounts for expected demographic shifts affecting the traditional college-age population. The plan lays out a strong, sustainable vision that leverages the college's strengths and focuses on areas with the greatest potential impact. The next provost will continue the work on this plan as PC moves into the future.

ENGAGE THE FACULTY

The faculty seek a provost who will successfully engage faculty

governance, establish effective and transparent communication channels, and build close working relationships with them as a body and individually. Talented, diverse, and passionate about PC's mission and students, the faculty are eager for a provost who will build trust through advocacy and support for their commitment to outstanding teaching, scholarship, and service. The faculty deeply value PC's full-time teaching and advising model and the core curriculum, important pillars of the PC education. They seek a provost who can assist faculty in shaping an appropriate and sustainable balance among their teaching, research, service, and personal priorities while inspiring them to contribute their best ideas and talents to PC's mission. The faculty is looking for a leader that values a broad-based education in the liberal arts and sciences, with a primary focus on the undergraduate experience, and is willing to be a champion and advocate for this type of curriculum.

DEVELOP DISTINCTIVE PROGRAMS THAT SUPPORT THE COLLEGE'S MISSION AND IDENTITY

At the heart of PC's mission is its commitment to the core curriculum and its [nine mission-related learning goals](#) that directly link the college's Catholic and Dominican identity and intellectual tradition to specific teaching and learning goals. The provost is expected to work closely with deans, faculty, and staff to ensure that PC's academic programs continue to engage and inspire students, as well as prepare them for their post-graduate professional and educational pursuits.

The strategic plan clearly articulates as priorities the ongoing assessment of academic programs for mission alignment and impact, improvement of existing programs, and allocation of resources to develop new, innovative areas of study that set the college apart. Opportunities for signature programs exist in PC's high-impact educational practices and intersections among disciplines. The next provost will be able to tap the collective, creative energy of faculty and staff to deepen PC's curricular strengths while pursuing innovative, interdisciplinary ideas. The provost also will work with academic leadership, faculty, and staff to enhance PC's distinctive combination of undergraduate and graduate education and identify potential areas for growth and investment.

FOSTER A CULTURE OF DIVERSITY, EQUITY AND INCLUSION

Providence College strives to reflect the diversity of the human family as it preaches the Gospel of Jesus Christ to a new generation of students in word and deed. As a Catholic and Dominican institution, diversity is a key component of PC's collective pursuit of truth, promoting rigorous exploration of diverse ideas and theories, critical engagement with the world, cross-cultural understanding, innovation in problem-solving, and collaboration across differences within and beyond the classroom. To achieve this, the college is committed to cultivating policies, practices, and structures that assure an equitable and hospitable community for all students, staff, and faculty. The college has made great strides in pursuing its commitments, yet much work remains. The next provost will be expected to work with colleagues, faculty, staff, and students to advance an inclusive culture that aligns with PC's mission.

ENSURE ROBUST ADMISSIONS, RECRUITMENT, AND RETENTION EFFORTS

The provost will inherit a broad administrative portfolio that includes admissions and other key elements of PC's enrollment management effort. For the past several years, Providence College has experienced consistently increasing enrollment, yield, and retention rates in a highly competitive environment. PC recognizes, however, that the college cannot become complacent or ignore the declining number of Catholic high school students in the Northeast, PC's largest demographic. While the college will continue to draw from this population, *PC200* maps expanded recruiting efforts in geographical areas with increasing and diverse populations of college-age students who would be drawn to the cultural, spiritual, and intellectual experience offered by Providence College. As its student body grows more diverse, PC must continue to invest in and develop programs and initiatives that support student success and retention. Ongoing professional development for faculty and effective processes and structures that enable staff and faculty to succeed in recruiting and retaining students are also critical. Above all, the provost will work collaboratively with faculty, staff, and leadership to advocate for student success.

EXPAND COLLABORATION AND INSTITUTIONAL EFFECTIVENESS

The next provost will join the institution in transition to new leadership. Incoming president Rev. Kenneth Sicard, O.P. has a long successful history of leadership and achievement at PC and was a principal architect of its strategic plan. He seeks a strong partner in the provost in evaluating the current organizational structure and strengths, proposing changes that will position PC well for executing on the strategic plan, and implementing initiatives that will meet college objectives. The college has grown more complex over the last decade. In addition to introducing a school-based structure, the college must be responsive to, and current with, today's assessment and compliance expectations. The next provost has the opportunity to engage colleagues across divisional boundaries in utilizing data to make informed, transparent decisions that support the college's mission and values. The college would benefit from a provost who can develop and empower collaborative leaders throughout the organization to ensure institutional effectiveness.

Candidate Qualifications

Providence College seeks a proven, visionary leader with a passionate commitment to, and demonstrated support of, Catholic higher education; significant administrative and budget capabilities and accomplishments in a liberal arts setting; a distinguished record of teaching, scholarship and service; and an earned doctoral degree from an accredited institution with qualifications for tenure at the rank of full professor in one of the college's departments. The provost must be an ethical, honest, and trustworthy leader who is a positive role model and possesses a strong understanding of the learning and teaching process.

In addition, the provost must demonstrate:

- outstanding listening and communication skills
- a consultative and transparent approach to leadership
- success in building a diverse, equitable and inclusive community
- the ability to develop effective, collaborative relationships with a broad range of constituencies
- experience in building consensus across a range of perspectives
- the ability to recognize and encourage innovation
- a team oriented approach to problem solving
- experience in mentoring, empowering and delegating to internal leaders
- an established track record of designing and executing high-level initiatives ideally in a shared governance environment
- familiarity with student recruitment and admissions principles and best practices
- comprehensive knowledge of national/international issues involving higher education, including the role of information technologies
- an understanding of, and experience with, regional accrediting agencies
- strong analytical and financial skills



The Community

Providence, Rhode Island

Providence is a city of neighborhoods, each with a distinct character and feel that ranges from the European charm of Federal Hill; the history and beauty of College Hill; and the hip, trendy shops and cafes along Thayer Street and Wickenden Street.

Downtown, it is possible to take in a Friar men's basketball game or a Providence Bruins hockey game at the Dunkin' Donuts Center, see a touring Broadway show at the Providence Performing Arts Center, shop at Providence Place mall, visit many fine museums and the fourth oldest library in the nation, and dine in some of the best restaurants in the Northeast.

Providence is a major industrial, commercial, medical, and financial center for New England with an economy based on manufacturing and service enterprises. The city is a major supplier of jewelry and silverware to the United States and Europe. Providence is home to four multibillion-dollar financial concerns and many smaller ones. Tourism and conventions are emerging industries. As the capital of Rhode Island, Providence supports a number of government-related jobs.

<http://www.city-data.com/us-cities/The-Northeast/Providence-Economy.html>
www.goprovidence.com



Procedure for Candidacy

Please direct all nominations and resumes to Lucy A. Leske and Robert W. Luke preferably via e-mail, to ProvidenceProvost@wittkieffer.com. Information that cannot be sent electronically may be forwarded to:

Lucy A. Leske/Robert W. Luke/Sylvia Smith
WittKieffer
2015 Spring Road, Suite 510
Oak Brook, Illinois 60523
Phone: 630-575-6122

Providence College, a primarily undergraduate, liberal arts, Catholic institution of higher education conducted under the auspices of the Dominican Friars, seeks candidates who can affirm and contribute to its mission. The College is committed to creating a diverse, inclusive environment that supports all of its students, faculty, and staff. All members of the community share a responsibility for creating, maintaining, and developing a learning experience valuing differences and practicing inclusion. We invite applications from qualified individuals who possess the experience, knowledge, and commitment to work within a diverse learning environment. Women and minority candidates are strongly encouraged to apply. Providence College is an equal opportunity employer.

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 Providence College 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.

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