

An Invitation to Apply for the Position of



**President
Salve Regina University
Newport, Rhode Island**

THE SEARCH

Salve Regina University invites applications and nominations for the position of President. Founded as a Catholic college by the Sisters of Mercy in 1947, today Salve Regina is a coeducational university of the arts and sciences and professional studies and remains committed to its Catholic and Mercy heritage. Located on a picturesque 80-acre campus in Newport, Rhode Island, Salve Regina is set on seven contiguous Gilded Age estates and features 21 structures of historic significance that have been sensitively adapted to meet University needs while also preserving their status as treasures of the 19th and early 20th centuries.

As it prepares for the possibility of its first lay President, Salve Regina seeks an individual committed to lead an institution that instills Mercy values in its students – graduating men and women who positively impact the intellectual, spiritual, and cultural life of their respective communities and work for a world that is harmonious, just, and merciful. Salve Regina's next President will be asked to inspire its educational community to reach a higher level of quality and excellence, invigorate its liberal arts foundation and strong professional programs, bring increased visibility to the University, and with an entrepreneurial spirit lead the institution into a new chapter of academic success and financial growth.

Salve Regina is a strongly student-centered institution that proudly commits to nurturing the transformation of students to be their best selves, engendering deep campus pride in the University. The next President will lead with compassion, courage, and superb business skills. They will relish the opportunity to connect deeply with University stakeholders, break down silos, and bring constituencies together in a renewed sense of mission. In its next President, Salve Regina seeks a leader who has a creative spirit and a passion for the advancement of a liberal arts education and an understanding of the professional and non-degree programs. Working together with the stakeholders on campus, the new President will craft the next strategic plan that will raise the academic rigor of the institution while the University remains true to its Mercy core values and mission. The next President must have a talent and track record for fundraising and will be a collaborative leader within the Newport and greater Rhode Island community, while also seeking ways to broaden the University's geographical reach. The next President of Salve Regina has sound financial management skills and has demonstrated success leading a complex organization through growth and change.

Salve Regina is conducting a national and diverse search for its next President, and true to the values of its founders the Sisters of Mercy, Salve Regina welcomes candidates from all faith backgrounds who bring an understanding of and appreciation for the Catholic intellectual tradition.

A committee formed by Board of Trustee members, faculty, staff, and student representatives will be assisted by Isaacson, Miller, a national executive search firm. Applications, nominations, and inquiries should be directed in confidence to the firm as indicated at the end of this document.

BACKGROUND AND CURRENT CONTEXT

History

On March 6, 1934, the state of Rhode Island granted a charter to the Sisters of Mercy of Providence for a corporation named Salve Regina College. Beyond noting that Salve Regina was to exist “to promote virtue, and piety and learning,” there were no specific directives. The charter left all educational options to the sisters. In 1947, following more than a dozen years of careful preparation, a turn-of-the-century Newport mansion was gifted to the college corporation. The acquisition of Ochre Court, a 50-room French chateau, enabled Salve Regina to welcome its first class of 58 students that fall. Salve Regina became coeducational in 1973 and achieved university status in 1991, at which time the school’s charter was amended to change the name of the corporation to Salve Regina University.

The Sisters of Mercy continue the vision of their founder, Catherine McAuley, through education, health care, and other ministries. Through lives of prayer and service, the Sisters express their commitment to serve the poor, sick, and ignorant. To the same end, they sponsor institutions, including universities, to address their enduring concerns. Their work is grounded in the Catholic social justice tradition marked by deep commitment to the dignity of every person, the common good, and justice for all. These same values contribute to the unique culture of their sponsored universities.

Accredited by the New England Association of Schools and Colleges, Salve Regina University enrolls more than 2,700 undergraduate and graduate students from across the U.S. and around the world. Its diverse range of academic programs is complemented by community service initiatives, extracurricular activities, and a full athletics program featuring varsity, intramural, and club sports. The undergraduate course of study is designed to further intellectual, social, and spiritual growth and service to others in accordance with Mercy core values. Graduate and continuing education programs are tailored to the unique needs of adult students, combining the integration of knowledge and personal values with the development of greater competency in both theory and practice.

The next President will follow the strong leadership of President Sister Jane Gerety who will retire in June 2019. Under Sister Jane’s presidency, Salve Regina expanded its academic offerings, increased its physical footprint with renovations to its Newport campus and expansion to Warwick, Rhode Island, and continued to strengthen its ties to the Newport community. Sister Jane’s success provides the foundation for the next President to lead this small liberal arts institution with great potential in the years to come.

Location and Campus

Salve Regina is located in Newport, Rhode Island, a vibrant and historic small city on Aquidneck Island. Newport boasts spectacular beaches and ocean views, grand mansions, great restaurants, quaint shops, music festivals, and sailing events. Though easily accessible from Boston and New York City, Salve Regina’s beautiful surroundings keep students close by over the summer and after graduation.

The 80-acre campus bordering the famed Cliff Walk is unique in the country, offering what the National Trust for Historic Preservation has described as a “tour of the great architectural works of the Gilded Age.” Salve Regina has worked diligently to preserve the character of campus buildings and adapt them for educational use. The ocean-side setting, however, offers more than a glimpse of the past. Surrounded by rare trees, tide pools, and museums, the campus provides access to exceptional learning opportunities for students in many disciplines. Viewed as a “living laboratory,” Salve Regina’s campus is an extraordinary environment that enriches the city of Newport and contributes to the artistic, cultural, economic, educational, and historical vitality of the state of Rhode Island.

Newport is a city of contrasts. Not far from the wide streets of Bellevue Avenue and Ocean Drive and a world class harbor lives another population struggling to achieve a family income above the poverty line. The Sisters of Mercy, “the walking nuns,” settled their university in Newport for many reasons; the ability to educate and serve is a foundational attribute of the university that still resonates today.

Currently, nearly 1,200 students live on campus. The University is planning to implement a three-year residency requirement that will coincide with new housing, slated to be built in 2019. The new housing plan will fulfill Sister Jane’s vision to create a cohesive, vibrant campus community where students interact with each other as they study, work, play, and serve together.

Part of Sister Jane’s commitment to bolster the campus community included the \$26 million renovation of O’Hare Academic Building, completed in 2017. The project added 23,000 square feet to the University’s flagship academic building and provided critical updates to educational spaces, including establishing a collaborative learning environment and renovating laboratories for programs in science and nursing.

In addition to the expansion in Newport, Sister Jane also established a campus in Warwick, Rhode Island to serve the academic needs of working adults. Opened in 2012, the 12,000-square-foot Center for Adult Education provides instructional, student, and faculty space in a location convenient to students in Greater Providence. The Center offers courses year-round in both the traditional classroom and hybrid formats.

SALVE REGINA TODAY

Enrollment

In fall 2017, Salve Regina enrolled approximately 2,823 students from 36 states and 26 countries. Undergraduate enrollment is 2,180 students, while graduate enrollment stands at 643. Currently, 66 percent of the student population is female, and 79 percent come from New England. While the discount rate at 52 percent is lower than in the previous year, projected enrollment for fall 2018 is down.

The projected dip in fall enrollment has resulted in minimal budget adjustments. President Gerety will be working with the incoming Provost and the faculty throughout the fall 2018 term to review the possible implications of this downturn in enrollment for future years.

Financial Affairs

Given the historical financial stability of the institution, Salve Regina is quickly taking steps to address the projections, but as a tuition dependent university, on-going attention to enrollment will be critical. The University’s annual operating budget is \$74.5 million. As of March 31, 2018, the endowment was nearly \$63 million.

Salve Regina's historic campus has little deferred maintenance, with over \$80 million invested in capital assets over the last eight years. The institution has received clean or unqualified audit opinions for the last twenty plus years and has not been issued a management letter during that time. Salve Regina has also managed its long-term tax exempt debt well. Its Financial Responsibility test has been at or near a 3.0 (highest possible composite score) for a number of years. Salve Regina has not used its operating line of credit in over 20 years.

Institutional Advancement

Recognizing the price-tag of higher education and the Mercy commitment to the service of others, Sister Jane successfully completed the campaign "Scholars and Scholarships," to organize 100 gifted, endowed funds valued at more than \$15 million to support students, faculty, and research. In other fundraising efforts, more than \$10 million was raised for the O'Hare Academic Building project, including a challenge grant to alumni that produced more than \$1 million and the highest alumni participation for any building project.

In the last five years alone, more than \$30 million in gift and future commitments was received. Under Sister Jane's leadership, Salve Regina's annual Governor's Ball continues to thrive and now brings in more than \$500,000 as the University's signature event. Fundraising efforts are aided by the strong efforts of the Chancellor, Sister Therese Antone.

Academics

Salve Regina University is primarily an undergraduate residential institution, offering a comprehensive education in a wide range of academic disciplines including 41 distinct undergraduate degrees, concentrated into 36 majors within 21 broad fields of study. Central to the University's identity is a commitment to student development and lifelong success. An academic program, grounded in a core liberal arts curriculum, offers concentrations in the arts and sciences and preprofessional and professional programs including business, nursing, education, administration of justice, and social work. Innovative programs and co-curricular opportunities, including a civic engagement initiative and required community service, offer students the opportunity to grow, learn, and excel. The next President and the recently appointed Provost and Vice President of Academic Affairs, Dr. Nancy Schreiber, will work together with the campus community to strengthen connections between curricular and co-curricular components of the University. Dr. Schreiber was previously dean of the Bill Mundy School of Business at St. Edward's University in Austin, Texas and will begin her tenure on July 1, 2018.

The University's undergraduate curriculum is comprised of three interconnected components: the core curriculum, the major, and elective courses. The undergraduate curriculum seeks to develop breadth of knowledge across a wide range of liberal arts disciplines, with a special emphasis on the ability to integrate and see connections among subject areas. Extending over the traditional four years of baccalaureate study, the core both affirms and illustrates the essential unity of all knowledge, provides a solid basis for lifelong learning, and develops a context for the specialized knowledge acquired in the major.

Housed within Undergraduate Studies, The Pell Honors Program offers outstanding undergraduate students the opportunity to challenge themselves academically and personally. Typically, qualified students are invited to join the honors program upon admission to the University. Once on campus, they join a vibrant community of peers and faculty engaged in study and critical debates about important issues: God, politics, human nature and ethics, and the conflicting conceptions of "the good life" that have shaped human history. To build a learning and living community, students are housed with fellow Pell

Scholars during the first two years of their academic careers.

The University's graduate and continuing education programs are tailored to the unique needs of adult students, combining the integration of knowledge and personal values with the development of greater competency in both theory and practice. Salve Regina offers 13 master's degree programs with options for concentrations, a doctoral program in humanities, an online doctoral program in international relations, and the Doctor of Nursing Practice, along with a bachelor's degree in nursing for licensed registered nurses. Programs are available in a variety of formats, including classroom-based semester-long courses, compressed seven week courses, and hybrid courses that combine online learning with the classroom experience. Many programs also provide choices for four-course graduate certificates. Classes are offered at the Newport campus, at the University's Center for Adult Education in Warwick, R.I., and online.

Pell Center for International Relations and Public Policy

The Pell Center at Salve Regina University is a multidisciplinary research center focused at the intersection of politics, policies, and ideas. Reporting directly to the President and dedicated to honoring Senator Claiborne Pell's legacy, the Center promotes American engagement in the world, effective government at home, and civic participation by all Americans. The research and events at the Pell Center are designed to contribute to an understanding of contemporary local, national, and global issues while also providing opportunities for study, employment, and enrichment to students at Salve Regina. Each semester, the Center works with faculty and student groups to host lectures, organize conferences, and initiate other opportunities for students, faculty, and the community to gather for discussion, debate, and to find solutions to common problems. Current initiatives are focused on cybersecurity; the role of storytelling in public affairs; and broad public and international issues, all of which are designed to help raise the profile of the University.

Faculty and Staff

Faculty and staff strive to provide a supportive, warm, and caring dimension in the mentoring of Salve students. 127 full-time faculty members and 153 adjunct professors welcomed students to campus at the start of the 2017-2018 school year and 80 percent of faculty hold terminal degrees in their discipline. About half of the faculty are tenured. All faculty members engage in teaching, scholarship, and service on campus and within the community, and faculty currently carry a 3-4 teaching load. The University's student-faculty ratio of 13:1 allows students to receive high-touch and personalized attention from faculty members and continues to be a draw for students and parents in selecting Salve Regina.

Salve's staff—269 full-time and 23 part-time employees—are valued members of the campus community and critical to the intellectual, social, and spiritual development of the students. They are energetic, collaborative, and mission-driven, enthusiastic about the University's future and committed to its values.

Student Life

Salve Regina's division of Student Affairs champions a student-centered culture and embraces the University's civic action plan, which seeks to strengthen the University's commitment to living out its Mercy mission in increasingly tangible and measurable ways. The plan follows a four-year cycle and focuses on the critical concerns of the Sisters of Mercy – earth, immigration, women, and racism, with nonviolence as a constant theme – as the basis for social action. This thematic approach allows for coordinated and unit-specific programs, opportunities to engage with multiple community partners, and the assurance that each student cohort will encounter Salve Regina's mission in action. The plan is anchored by signature programs that embed civic engagement and community learning into academic and

campus life. A campus-wide community and civic engagement steering committee provides overall guidance and monitoring of the plan's implementation.

In addition to participating in the civic action plan, all undergraduate students are required to complete 10 hours of community service in their four years through the Feinstein Enriching America Program, administered by the Office of Community Service. Many students log far more hours and Salve Regina is known throughout Newport for the service work the students do for others in the community.

An increasingly important office and part of student engagement is the Office of Multicultural Programs, which works on a range of issues related to cultural diversity and inclusivity. Cultural diversity programming for the Salve community is provided to develop greater sensitivity and awareness of an increasingly diverse population.

Salve Regina students participate in nearly 70 recognized student organizations and nearly 50 percent of the undergraduate population is currently engaged in student organizations on campus. More than 440 students participate in NCAA Division III intercollegiate athletics. Women's sports include field hockey, soccer, equestrian, cross country, volleyball, tennis, basketball, ice hockey, lacrosse, outdoor track, and softball. Men's sports include football, soccer, basketball, baseball, cross country, ice hockey, lacrosse, and tennis. The coeducational sailing team competes in NCAA Division I. All of Salve Regina University's sports teams averaged over a 3.0 GPA and 19 junior and senior student-athletes with a cumulative grade point average above 3.4 qualified for the Chi Alpha Sigma National College Athlete Honor Society.

The spiritual needs of the campus community are met in collaboration with the Mercy Center for Spiritual Life which encourages and supports religious and spiritual life at Salve Regina University. Grounded in the rich heritage of the Roman Catholic Church and the charism of the Sisters of Mercy, the Mercy Center warmly welcomes people of all beliefs to engage in a lively and respectful practice of their faith; to seek wisdom; to promote universal justice, especially by practicing the spiritual and corporal works of mercy; and to deepen their relationship with God.

Governance and Oversight

The University has a two-tiered governance structure: the corporate member and the board of trustees. The Conference for Mercy Higher Education (CMHE), Inc., an affiliate of the Institute of the Sisters of Mercy of the Americas, Inc., is the corporate member. The mission of the CMHE is to maintain and enhance the Mercy mission of the 16 Mercy colleges and universities throughout the country. The Conference has certain reserved powers.

The 31-member Board of Trustees supports and conveys the University's mission, provides long-range planning, ensures responsible management, and communicates the needs of society to the University community. Members of the board include alumni, parents of graduates, regional community and business leaders, and members of the Institute of the Sisters of Mercy of the Americas.

The University is accredited by the New England Association of Schools and Colleges (NEASC). NEASC will be visiting campus to review and reaffirm the University's accreditation status in 2021.

Alumni

The University currently has nearly 15,000 alumni. A strength of the University's advancement activities is its alumni giving rate, currently at 17 percent, putting Salve Regina in the top 10 "average alumni

giving rate” among 187 peer institutions by U.S. News and World Report’s 2018 edition. Many alumni participate in events locally, regionally, and nationally, including a golf tournament and other sporting events, and stay connected through networking opportunities and social media. Alumni awards, presented every year, are a wonderful tradition at Salve Regina and foster lasting connections with alumni while also recognizing their lifetime achievements.

THE ROLE OF THE PRESIDENT

As the chief executive and administrative officer of the University, the President reports to the Board of Trustees and together they establish the vision and priorities that provide direction for Salve’s future.

Reporting to the President are seven officers of the University who serve on the President’s Cabinet and include the Provost and Vice President for Academic Affairs, Vice President for Public Research and Initiatives, Vice President for University Relations and Advancement, Vice President of Administration and Chief Financial Officer, Vice President for Enrollment Management, Vice President of Student Affairs, and Vice President for Mission Integration. The incoming President will inherit a strong senior team and will work with them to ensure appropriately transparent and effective communications with the campus constituencies.

Former President, Sister Therese Antone, serves as the University’s first Chancellor and reports directly to the President. The Chancellor assists in efforts to honor and enhance University relationships and fundraising and will act as an advisor as requested by the President.

OPPORTUNITIES AND CHALLENGES

Salve Regina University is well positioned to continue its upward trajectory and emerge as a nationally recognized institution steeped in the tradition of the Sisters of Mercy that seeks wisdom and promotes universal justice. The next President will face the overarching challenge of leading the University in its continued pursuit of excellence in both liberal arts and professional studies in a competitive higher education landscape. Among the opportunities and challenges ahead for the new President are:

Articulate a distinct and competitive vision for Salve Regina’s future and map out a correlating plan to instill this vision.

Crucial for Salve Regina’s long-term success is the next President’s ability to highlight and promote the University’s unique and valuable educational experience centered on its strong liberal arts tradition and professional programs, underscored by the Mercy values of service. Part of the message must include how the social justice teachings of Catherine McAuley embedded in its studies and co-curricular activities prepare Salve Regina students to become lifelong learners and responsible, contributing citizens in their workplace, their local community, and the world. In crafting and sharing a vision rooted in these global core values, Salve Regina has the opportunity to partner more closely with the 15 other Sisters of Mercy institutions of higher education across the country, thus increasing its own reach and educational offerings. Salve Regina’s current strategic plan is built on a three-year cycle that expires in 2018-2019. This timeline allows the next President to engage the campus in crafting a vision and strategy to lead Salve Regina forward in the evolving landscape of higher education.

Furthermore, Salve Regina must promote the success of its students after graduation and tell the story of the value of a Salve Regina education to a variety of audiences. A humble institution, the University has not advocated for itself as well as it might, but in this age of increasing competition, demographic change,

and questions regarding the necessity of a four-year degree, Salve Regina has a strong story of success to tell. The President will lead the charge to craft the narrative and broadcast it.

Observe and analyze the University's current academic offerings and develop a strategy allowing Salve Regina to capitalize on its strengths and streamline the creation of compelling and innovative programs.

A Salve Regina education has always been rooted in the liberal arts, with a deep commitment to student development and lifelong success. Partnering with the new Provost and the faculty, the President will help to ensure a unified and comprehensive slate of academic programs that builds on existing strengths, is rigorous, incorporates the Salve values and mission, better integrates with and complements one another, and also complements student life activities outside the classroom. There is also the opportunity to further develop the graduate and non-degree programs, in the classroom and online, both to strengthen the academic offerings and diversify revenue streams. In determining the priorities for existing and future curriculum, the President and Provost will have the opportunity to differentiate Salve Regina's offerings from other colleges and universities and create fields of excellence aligned with market needs.

Secure the University's future financial strength and stability while balancing the increasing costs of higher education with its own enrollment needs.

The next President, in close collaboration with the senior leadership team and Board of Trustees, must develop a financial model for the future that balances the need to increase and fund academic success while also keeping Salve Regina affordable for students. This includes examining ways to diversify and develop new revenue streams, and improve operational efficiency to increase the financial performance of the University. With the University in the midst of a slight decline in enrollment, financial stability for a tuition-driven institution requires the next President's team to determine the University's ideal class size and discount rate and identify strategic enrollment goals, set priorities, and allocate the financial resources to achieve them. Success on this front will include analysis of Salve Regina's current marketing, recruitment, and retention efforts and creation of a vision and strategic plan that ultimately results in an increase in well-qualified students.

Promote transparency in communication and establish a collaborative environment on campus.

Salve Regina's next President will engage the campus stakeholders and will ensure that the University's goals and decision-making are clearly conveyed through transparent communications to all campus constituents. This fall Salve Regina is welcoming a new Provost and Vice President for Academic Affairs, a new Vice President for Mission Integration, and a new Dean of Graduate Studies and Continuing Education. With new members of the leadership team it will be important for the President to serve as a catalyst for transparency, and authentically keep all members of the community engaged. With increased dialogue, the leadership and the community will generate more ideas, break down silos, have more opportunities to learn from one another, and work together to benefit the institution.

Strengthen philanthropic support from, and outreach to, alumni and the local Newport community, while also expanding the national reputation of the University.

The next President will work closely with the Board of Trustees and Vice President for University Relations and Advancement to continuously strengthen donor engagement. Given the relatively young age of the University, many of its alumni are just now reaching a stage of readiness for serious cultivation. Developing a strategy to engage the next generation of donors will be crucial to increasing the endowment during the next President's tenure. The new President will join the Salve Regina community as it prepares to celebrate its 75th anniversary in 2022; this milestone will provide a terrific platform for

the President to engage University constituents in the lead up and celebration to encourage collaboration, build unity, and promote points of pride.

A significant amount of the next President's time will be dedicated to not just fostering donor engagement, but also establishing partnerships and relationships with other leaders in the local and state community. Newport and the state of Rhode Island are close-knit and relationship-driven communities. The next President must actively embrace the surrounding community and relish the role of developing meaningful and long-term productive relationships with alumni, trustees, parents, and business leaders, on the local, state, and national levels.

PROFESSIONAL AND PERSONAL QUALIFICATIONS OF THE PRESIDENT

At a minimum, the successful candidate should possess an earned doctorate and have at least 15 years of proven managerial and leadership experience. The successful candidate must also respect and embrace Salve Regina's Catholic, Mercy mission, and believe in and advocate for the value of its liberal arts tradition and commitment to social justice.

Other desired qualifications and characteristics include:

- Bring personal traits that model Mercy traditions and embrace the values of Catholic higher education, including social responsibility, inclusion, and service;
- Appropriate academic credentials and a record of teaching and scholarship and/or a track record of success as a senior administrator;
- A history of leadership in their chosen field with responsibility for a diverse portfolio, including budget management and fiscal accountability;
- Excellent communication skills; the ability to energize and inspire faculty, parents, students, staff, and alumni;
- A managerial style that is personable, consensus-building, and inclusive; personal qualities that insure transparency in governance and the highest standards of honesty and integrity;
- Entrepreneurial spirit, not risk averse, capable of making strong, quick strategic decisions when needed;
- A working knowledge of a broad array of intellectual disciplines and programs, as well as a demonstrated ability to work across diverse constituencies, helping them to realize their common and distinct institutional objectives;
- A thorough understanding of the goals and values of a liberal arts education in the 21st century, and how it supports and intersects preprofessional programs;
- Knowledge of current and emerging trends and challenges in the higher education landscape;
- A keen analytical mind and the capacity to quickly and creatively identify opportunities for collaboration;
- A personal commitment to the education of a racially and culturally diverse student body and a record of recruiting and supporting faculty and administrators to advance the diversity of the institution;
- Evidence of successful interactions with a Board of Trustees;
- A strong sense of confidence and the wisdom and courage to make difficult choices when needs are abundant and resources are not;
- Energy, passion, flexibility, and an abiding sense of humor.

TO APPLY

Confidential inquiries, nominations, referrals, and resumes with cover letters should be submitted in confidence through the Isaacson, Miller website to the attention of:

Jacqueline Mildner, Principal
Leslie McCarthy, Senior Associate
Emily Buehrens McCarthy, Associate
Isaacson, Miller
263 Summer Street, 7th Floor
Boston, MA 02210
www.imsearch.com/6588

Electronic applications strongly encouraged.

Salve Regina University does not unlawfully discriminate on the basis of age, sex, race, religion, color, national or ethnic origin, veteran status, disability, sexual orientation, or any other basis protected by applicable federal or state law, in the administration of its employment policies and financial aid programs. Salve Regina University neither condones nor tolerates discriminatory conduct and expects all faculty, staff and students to promote an environment that is free of discrimination and supportive of this policy.