Position Specification

University at Albany

President
The Search
University at Albany, State University of New York (UAlbany) seeks a strategic, experienced and visionary leader to become its next president. The new president will build on a strong foundation and harness a growing momentum to advance UAlbany’s stature, competitiveness, and service to its students.

One of the four major research universities in the 64-campus SUNY system, UAlbany is one of the nation’s 115 “R1” doctoral degree granting universities, distinguished for its many academic strengths, for its distinctive research portfolio, for its close ties to government and industry, and for attracting one of the most diverse student bodies in the entire system.

The University has an impressive array of highly-regarded programs. U.S. News and World Report ranks UAlbany among the top 150 national universities and gives high rankings to many programs, including Criminal Justice (#2), Public Affairs (#19), Social Welfare (#27), Sociology (#28), Information Studies (#31), Public Health (#31), and Clinical Psychology (#57).

UAlbany excels at preparing students for success. The University consistently outperforms its predicted graduation rate – exceeding it by a full 6 points in the most recent U.S. News and World Report rankings. In 2015, the White House praised UAlbany as “an engine of opportunity,” and in January 2017 a large national study ranked UAlbany among the top 20 “selective public colleges” in the nation for offering students who come from poverty the most opportunity to achieve wealth in adulthood. Specifically, the study found that 43 percent of UAlbany students who began college with family incomes in the bottom quintile went on to earn in the top quintile during their professional life. The median income for UAlbany’s graduates at age 34 was $56,300, which also ranked in the top 20.

The University has made considerable progress in the last five years, and it is now poised to advance dramatically on many fronts. Under former president Robert J. Jones, who left to become Chancellor of the University of Illinois, UAlbany launched its biggest academic expansion in 50 years. In just the last two years, UAlbany hired 137 new full-time faculty and opened two new colleges (College of Engineering and Applied Sciences and College of Emergency Preparedness, Homeland Security and Cybersecurity).

Under Jones’ leadership, the University also received the two largest gifts in its history and laid the groundwork for an ambitious, comprehensive fundraising campaign; launched a strategic planning process using an innovative “design thinking” approach involving more than 300 faculty and staff; and conducted extensive research on its brand image and marketplace position, in preparation for a transformative branding and strategic enrollment management initiative.

UAlbany is focusing intently on improving the student experience, putting several high-impact strategies in place that have resulted in significant gains in freshmen retention and student satisfaction. Innovative work is also being done on diversity, equity and inclusion; public engagement; undergraduate research; experiential learning; the teaching of writing and critical inquiry; and re-imagining the role of the arts and humanities in the public research university.

The new president will find a strong foundation on which to build, which includes a highly-collaborative senior team with many new members. The team is bringing national best practices to transform the
Position Specification

President
University at Albany

University’s academic and administrative programs and practices. Under the leadership of Interim President James R. Stellar, the senior team is partnering with the faculty to advance all of the major initiatives launched by Dr. Jones. Stakeholders are unified in their support for these initiatives and in their desire to see UAlbany reach its full potential.

UAlbany today is truly a “university on the move.” This is an extraordinary opportunity for a talented leader who is drawn to helping a very good university capitalize on its recent success and advance even further along its impressive trajectory.

The University
Background
The University at Albany has a rich history dating back more than 150 years. Founded as a “normal school” in 1844, the University has grown and changed with changing times.

In the late 19th century, the evolving school system required a new approach to teacher education. The Normal School added a four-year program, new curricula, new faculty, and new standards for student enrollment. In 1914, the institution officially became known as the New York State College for Teachers.

In the years following World War II, the College rose to a position of national distinction. In 1962, the State University of New York system of higher education underwent a rapid expansion in response to rising needs. The College was invited to join the growing system as one of SUNY’s four University Centers, and it became a broad-based public research institution.

Today, the University at Albany is a major public research university where students and faculty collaborate to conduct life-enhancing research and scholarship in a wide range of disciplines. With nationally respected programs, top-ranked professors, and a strategic location in New York’s capital, UAlbany offers a world-class education to 17,373 students: 13,139 undergraduates and 4,234 graduate and professional students.

The University has embarked on its largest academic expansion since it joined the SUNY system. In the last two years UAlbany has opened two new colleges and signed an innovative academic affiliation agreement with the private Albany Law School.

The College of Engineering and Applied Sciences (CEAS) currently offers programs in Computer Science, Informatics and Computer Engineering, serving more than 800 undergraduate students and 324 graduate students. CEAS is expected to grow substantially in the months and years to come. It is working to build a department of environmental and sustainable engineering, and has plans for several more new programs. It will become a high-quality “fully-featured” college of engineering, providing the Capital Region with a much-needed public option for engineering studies. The University is seeking funding from both public and philanthropic sources to renovate an historic building in downtown Albany to serve as a home for the College.

UAlbany’s first-in-the-nation College of Emergency Preparedness, Homeland Security and Cybersecurity (CEHC) was created under the leadership of New York Governor Andrew M. Cuomo in 2015. It currently offers an undergraduate major and a minor, as well as a graduate certificate. CEHC has more than 160
students enrolled in degree programs, and significant growth is forecasted. The College is distinguished by its highly interdisciplinary approach, its emphasis on experiential learning, and its focus on both research and practice. The University is building a 12-acre, $184 million complex to house the new college, along with its highly-respected Department of Atmospheric and Environmental Sciences, the Atmospheric Sciences Research Center and the New York State Mesonet, a state-of-the-art weather observation system developed to support better planning for extreme and dangerous weather events.

**The SUNY System**
The nation’s largest comprehensive public university system, The State University of New York (SUNY), was established in 1948. Since its founding, the SUNY system has evolved to meet the changing needs of New York’s students, communities, and workforce. SUNY initially represented a consolidation of 29 unaffiliated institutions, including 11 teachers colleges. All of these colleges, with their unique histories and backgrounds, united for common goals: to learn, to search, to serve.

Today, the system includes 64 schools, a mix of 29 state-operated campuses and five statutory colleges—including research universities, liberal arts colleges, specialized and technical colleges, health science centers, land-grant colleges—and 30 community colleges. These institutions offer programs as varied as ceramics engineering, philosophy, fashion design, optometry, maritime studies, law, medical education, and everything in between. SUNY also operates hospitals and numerous research institutes.

SUNY is embedded in virtually every community in New York State. Remarkably, 93 percent of New Yorkers live within 15 miles of a SUNY campus, and nearly 100 percent live within 30 miles. In many communities, SUNY is also the region’s largest employer. While SUNY students are predominantly New York State residents, hailing from every one of the state’s 62 counties, the University also draws students from every other state in the United States, the District of Columbia, four U.S. territories, and 160 nations from around the world. One out of three New York State high school graduates chooses SUNY, and the system enrolls 445,000 full-time and part-time students. SUNY employs 88,000 faculty and staff and counts more than 3 million living alumni.

SUNY attracts the best and brightest scholars, scientists, artists, and professionals and boasts nationally and internationally recognized faculty in all major disciplines. Faculty are regular recipients of prestigious awards and honors. The State University of New York is committed to serving as the state’s strongest economic and quality-of-life driver and providing quality education at an affordable price to New Yorkers and students from across the country and the world.

Under the leadership of Chancellor Nancy Zimpher, SUNY has leveraged its power as a system to make significant strides in access and completion, and in serving students in innovative new ways—including shared services, dramatic expansion of online learning opportunities and cooperative education, and new partnerships with K-12 professionals. Dr. Zimpher will be retiring in June 2017 after a highly-successful 8-year term. Among her many accomplishments are advancements in SUNY’s research and innovation, energy, health care, global affairs, and the education pipeline. She has championed ground-breaking legislative reforms that ensure SUNY can provide broad access to high-quality higher education in an environment of declining state support, while maximizing the system’s impact as an engine of economic revitalization in every region of the state.
Governance

UAlbany’s president reports to the Chancellor, who in turn reports to the Board of Trustees, the governing body of the State University of New York. It consists of 18 members, 15 of whom are appointed by the Governor, by and with consent of the State Senate. In addition, the president of the statewide Student Assembly serves as student trustee and the presidents of the University Faculty Senate and Faculty Council of Community Colleges serve as ex-officio trustees.

At the campus level, each state-operated campus of the SUNY system has an oversight council, appointed by the Governor. At UAlbany and the other three University Centers, this body is called the University Council. The campus-level councils function under the general direction of the Board of Trustees and have certain duties and powers mandated by Article 8, Section 356 of the New York State Education Law. These include: conducting the presidential search process and recommending candidates to the Chancellor and Board of Trustees; reviewing and making recommendations on the campus’s budget request and its major plans; approving the Student Code of Conduct; making regulations concerning buildings, grounds and land; and approving the naming of buildings.

Nine of the ten voting members of the Council are appointed by the Governor for seven year terms. The tenth member is a student, elected for a one-year term by the undergraduate student body. In addition, representatives of the faculty, alumni and graduate students participate in Council meetings. The Council chair is appointed by the Governor. The current chair is Michael Castellana, (B.S. ’84, MBA ’92), President and CEO of SEFCU, the Capital Region’s largest credit union.

The campus shared governance body is called the University Senate, as it includes faculty, staff and students. The University culture greatly values its strong tradition of shared governance through the University Senate and feels that the collaborative nature of decision making contributes significantly to the atmosphere of excellence. The Senate includes more than 80 Senators elected by their peers. It includes 15 students, among them the elected heads of both the undergraduate and graduate student governments. UAlbany’s president, provost and several vice presidents also serve as ex officio non-voting members.

In addition, UAlbany is represented on the SUNY University Faculty Senate, a statewide body whose members include the SUNY Chancellor, two University representatives having SUNY-wide responsibilities, and representatives from each of the State-operated campuses and statutory colleges.

The Executive Committee is the senior leadership team for the campus and is the president’s cabinet. Members include the provost and senior vice president for academic affairs; the vice president for research; the vice president for finance and administration; the vice president for health sciences and biomedical initiatives; the chief diversity officer and assistant vice president for diversity and inclusion; the senior counsel; the vice president for information technology services and CIO; the director of athletics; the vice president for communications and marketing; the vice president for student affairs; the vice president for university development and executive director of the University Foundation; the vice president for planning, policy and compliance; and the chief of staff and vice provost for administration.
UAlbany’s Three Campuses

The Uptown Campus, the University’s main campus, has been described as “a distinctive work of modern art.” Designed in 1961-62 by renowned American architect Edward Durell Stone, the campus bears Stone’s signature style of bold unified design, expressed by its towers, domes, fountains, soaring colonnades, and sweeping canopy. The result is dramatically different from traditional university campuses with dispersed buildings and disparate architectural styles. In recent years, an aggressive program of new construction has expanded the Uptown Campus with a second major library facility (the Science Library), the Life Sciences Research Building, a sculpture studio, apartment-style housing, a new administration building and a new School of Business building. A major expansion of the Campus Center is underway, and funding has been secured to construct a home for the new College of Emergency Preparedness, Homeland Security and Cybersecurity – the nation’s first college to unite these three disciplines. The Uptown Campus is home to the College of Arts and Sciences, the School of Business, the School of Education and programs of the new College of Engineering and Applied Sciences.

The Uptown Campus also features the Performing Arts Center — boasting several theatres, recital halls, and rehearsal instructional spaces — and the University Art Museum, a substantial regional museum. The hub of student activity is the Campus Center, which provides a bookstore, meeting spaces, dining and recreational facilities, and offices for student organizations.

Each of four residence quadrangles on the Uptown Campus houses approximately 1,200 students and includes eight three-story halls and a 23-story tower. The Freedom Apartments and Empire Commons provide apartment-style living for 1,200 students. Housing is also available on Alumni Quadrangle, located near the Downtown Campus. Liberty Terrace, a modern apartment-style residence hall located on the south-east side of campus opened in fall 2012.

The Downtown Campus is a classic Georgian-style complex that served as the main campus from 1909 until the Uptown campus opened in 1967. It houses three highly-ranked units: the Rockefeller College of Public Affairs and Policy, the School of Criminal Justice and the School of Social Welfare. The campus is also home to the Dewey Graduate Library, which features beautiful Depression-era murals and stained glass. The University plans to renovate the neighboring historic Schuyler High School to serve as a permanent home for its new College of Engineering and Applied Sciences. The University is working closely with the City of Albany and local residents to foster re-development of the surrounding neighborhoods, creating new opportunities for small businesses and improving the quality of life in Albany’s urban core.

The Health Sciences Campus, established in 1996, marked UAlbany’s expansion across the Hudson River to Rensselaer County. Home to the largest concentration of individual health science-related entities in the Capital Region, the campus is anchored by the School of Public Health and the Cancer Research Center with its Center for Functional Genomics. The campus also hosts many health-related companies and non-profits, including Regeneron, Albany Molecular Research, Taconic, and research centers of the region’s well-respected private colleges, the Albany Medical College and Albany College of Pharmacy and Health Sciences, as well as a dozen other area start-up and biomedical organizations. The campus is also home to a highly collaborative, 30-year partnership between the School of Public Health and the New York State Department of Health. Land is available for additional development, and the University envisions further growth of this important regional asset. The campus is owned and operated by the University at Albany.
Foundation, an ownership structure that facilitates public-private partnerships that can spur economic growth and create new opportunities for faculty and students.

**Academic Excellence**
Through nine schools and colleges, the University offers 120 undergraduate majors and minors and more than 125 graduate programs, including doctoral degrees in more than 30 disciplines. The University provides its students with more than 130 study abroad opportunities in 40 different countries.

The excellence of a UAlbany education is recognized by many independent sources. It is listed among the top universities in *Forbes’ “America’s Best Public Colleges.”* *U.S. News & World Report* ranks many of its graduate programs among the top 50 in the United States, including clinical psychology, criminal justice, information studies, public affairs, public health, sociology, and social work. The School of Education was recently ranked in the top 10 nationally for its online programs.

UAlbany is known as an educational innovator. It offers accelerated five-year bachelors/masters degrees in 40 fields; highly-sought-after internships with the New York State Legislature; a growing 3+3 program with Albany Law School; a seven-year joint degree with the SUNY College of Optometry; and early assurance programs with the University at Buffalo School of Dental Medicine, Albany Medical College and SUNY Upstate Medical University.

The Honors College, which welcomed a new dean in Fall 2016, provides a home for UAlbany’s most intellectually-focused and ambitious students, who are given research opportunities and challenged to achieve their full academic potential in a supportive environment that features small classes. Each year about 125 freshmen elect to join the Honors College.

Another hallmark of UAlbany’s academic culture is its highly interdisciplinary, collaborative nature. Faculty from many different disciplines collaborate on teaching, research and public service projects, and the design of the curriculum allows and encourages students to major in more than one subject, or to take a minor outside their main area of interest.

The University has a long history of providing access to excellence for deserving students from all walks of life. UAlbany’s highly-lauded Educational Opportunities Program (EOP) provides admission opportunities for economically and educationally disadvantaged students who are residents of New York State and desire to pursue a bachelor’s degree in any of the University’s academic departments. EOP provides social and instructional supports to insure academic success and graduation. The program’s students have first-year retention rates 12 percent above the overall freshman cohort, and a six-year graduation rate five percent higher than the rest of the student body. EOP currently serves more than 775 undergraduate students and has recently been expanding with additional funding provided by the Legislature, SUNY, and UAlbany. The program will celebrate its 50th anniversary in 2018.

With a strong faculty that is recognized for innovative research, scholarship and creative activity, UAlbany is classified by the Carnegie Foundation for the Advancement of Teaching as a Doctoral University, Very High Research Activity. This designation – a distinction enjoyed by just 115 institutions in the nation - is yet another indicator of the academic excellence of the University.
Our Faculty
The University’s outstanding reputation is based on the quality of its faculty. At UAlbany, highly accomplished professors take great pride in delivering high quality academic programs and fostering a robust environment for student success. With a student to faculty ratio of 18:1, UAlbany’s students enjoy access to some of the best minds anywhere.

UAlbany’s full-time faculty, over 680 strong, are internationally-visible scholars, researchers, writers, artists and teachers working in a wide range of fields. The faculty play a key role in distinguishing UAlbany as an institution where teaching and research are equally highly valued and equally integral to the University’s mission. The University is particularly proud of the linkages between its faculty, their research, and people in the surrounding community. Together these partners make significant contributions to education, social policy and services, health and well-being, culture and the arts, and economic development in the region and indeed throughout the entire State of New York.

More than 30 UAlbany faculty members have earned promotion to the highest ranks within SUNY (Distinguished Professor, Distinguished Service Professor, Distinguished Teaching Professor, and Distinguished Librarian). The Distinguished level is the highest academic rank in SUNY, above that of Full Professor, and it is conferred by the Board of Trustees only upon those individuals who display consummate professionalism, perform groundbreaking scholarship, provide exceptional instruction and make broad and deep service contributions.

UAlbany has 1,188 instructional faculty, of which 684 are full-time and 504 are part-time. Like almost every other higher education institution, the University has increased its reliance on part-time and contingent faculty members. UAlbany aspires to be a national model for how it treats part-time and contingent employees. Dr. Jones commissioned a blue-ribbon panel in 2015 to make recommendations for addressing the needs and concerns of this important sector of its workforce. The panel was chaired by Dr. Stellar. It offered 14 recommendations, including increasing compensation, providing professional development opportunities, and creating pathways to permanent employment status. The University has expanded compensation funding by $400,000, and the Provost’s Office is working in collaboration with the University Senate and the faculty/staff union to implement additional recommendations.

Nearly all members of the faculty and staff are represented by labor unions, most by United University Professions (UUP), the nation’s largest higher education union. UUP also represents personnel at 28 other SUNY campuses, plus System Administration, Empire State College, and SUNY’s public teaching hospitals and health science centers in Brooklyn, Long Island and Syracuse. UUP is affiliated with New York State United Teachers and the American Federation of Teachers, the National Education Association and the AFL-CIO.

Research
UAlbany’s faculty and staff are engaged in a growing research environment and seek to see it expand further. The University has a broad array of research strengths that span many fields. Among the most notable areas are atmospheric and environmental sciences, life sciences, RNA science, digital forensics, health disparities, criminal justice and education. The University has capitalized on its location in the seat of state government to build a reputation for outstanding research in public policy, public health, and social welfare. UAlbany is rapidly expanding its research capacity in the new colleges of engineering and
applied sciences and homeland security, emergency preparedness and cybersecurity. The University is also proud of the research, scholarship and creative activities of its faculty in the social sciences, business and the arts and humanities.

UAlbany’s research expenditures from all sources in FY 2015 totaled more than $110.7 million. The University currently ranks 139 in the nation among 640 research institutions in the annual NSF HERD survey, ahead of such well-respected peers as Rensselaer Polytechnic Institute, SUNY-Binghamton, and Syracuse University.

Among the University’s most well-known professors are novelist William Kennedy, and biologist Marlene Belfort. Kennedy is author of *Ironweed* (made into a film starring Jack Nicholson and Meryl Streep) and several other highly-regarded works. He founded The New York State Writers Institute, which brings dozens of respected writers to Albany annually for readings and workshops. Kennedy is a member of the American Academy of Arts and Letters and a recipient of the Pulitzer Prize, the National Book Critics Circle Award and a MacArthur Foundation “genius grant.”

Another highly respected faculty member is biologist Marlene Belfort, a SUNY Distinguished Professor, a member of the National Academy of Sciences and a fellow of the American Academy of Arts and Sciences, the American Academy of Microbiology, and the American Association for the Advancement of Science. Recognized as both a ground-breaking researcher with major discoveries to her credit and an outstanding mentor of young scientists, Belfort helped to found UAlbany’s RNA Institute, a center of translational research for drug discovery.

The School of Public Health enjoys a 30-year relationship with the New York State Department of Health’s Wadsworth Laboratories, which are considered second only to the Centers for Disease Control and Prevention among all of America’s public health labs. Wadsworth scientists hold UAlbany faculty appointments, and UAlbany’s graduate students work in their laboratories. This partnership has positioned UAlbany to be at the forefront of public health research.

The University has many highly-respected centers and institutes. Just a few examples are:

- **The Cancer Research Center**, where scientists focus on prostate and breast cancer, and the interaction of nutrition and metabolism on cancer cell growth. This center is located in a modern building on the Health Sciences Campus and offers core facilities that provide scientists with sophisticated equipment and support services that facilitate cutting-edge investigations.

- **The Atmospheric Sciences Research Center** was founded in 1961 by Vincent Schaefer, who with Distinguished Research Professor Bernard Vonnegut invented the technique of “cloud seeding.” Its research and development work includes: advanced sensor development; laboratory and field experiments in atmospheric chemistry, atmospheric physics, and aerosol microphysics; remote sensing of the environment; global aerosol forecasting, air quality, climate change, dispersion modeling; high performance computing, and data and visual analytics.

- **The Institute for Financial Market Regulation** connects the scholarship of academic researchers with the knowledge and experience of professionals in financial market regulation to understand current issues
facing regulators and supervisors. The institute is a partnership with Albany Law School and has helped elevate UAlbany’s considerable reputation on Wall Street, where School of Business graduates compete successfully with Ivy League alumni for top jobs.

The **Life Sciences Research Initiative** brings together faculty members from many departments to collaborate across disciplines to solve problems of human health and disease. The highly-interactive initiative links researchers and students in Biology, Chemistry, Physics, Psychology and The RNA Institute around shared interests in RNA science and technology, neuroscience, microbiology, molecular evolution of disease and molecular and cell biology.

The **Center for International Development** has a long history of working with governments around the world to increase effectiveness and support the growth of democratic institutions and practices. In 2013, the Center was awarded nearly $50 million by the federal agency USAID to support its efforts to help Kenya transition to a new system of governance following the adoption of its new Constitution in 2010.

The **Center for Technology in Government** is world-renowned for applying research to improve government and public service through innovations in technology, policy and management. CTG collaborates with 150 government agencies, 66 private companies, 66 academic institutions and 38 nonprofit organizations, and it has produced more than 120 guides, reports, and online resources to support the work of government professionals, along with over 300 scholarly articles that have contributed to the field of research on IT innovation in government organizations.

The **Center for Social and Demographic Analysis** was established in 1981 and provides a robust research infrastructure to support interdisciplinary scholarship in population-based social sciences, with a special focus on the analysis of spatial and the concerns of vulnerable populations. The CSDA offers first-rate computing facilities, statistical consulting, assistance with grant preparation and administration, and related services, and it serves as an intellectual hub connecting population researchers locally, nationally and globally.

The **Hindelang Criminal Justice Research Center** conducts and disseminates top-quality research to support the development of policy recommendations for the field of criminal justice. Over the past 30 years, it has provided employment and opportunities to learn research methods and develop dissertations topics to more than 100 graduate students.

**Our Students**
The University at Albany enrolls 17,373 students, of which 13,139 are undergraduates and 4,234 are graduate and professional students.

The University received a record number of applications last year (over 24,000) and welcomed its largest-ever freshman class in the Fall 2016, over 2,700 new first-year students. Transfer students also play a significant role in the new student enrollment with nearly 7,000 transfer students applying and almost 2,000 enrolling each academic year. The 25th-75th percentile range of SAT scores for first-time, full-time freshmen in Fall 2016 is 990-1,170. First-to-second year retention is 84 percent, and the six year graduation rate is 65.7 percent.
UAlbany largely draws its undergraduate applicants from New York State, although enrollment from out of state and other countries is growing. Approximately six percent of the undergraduate student body come from other states and another three percent from other countries. States contiguous to New York and states in the Northeast are a growing market for recruitment efforts, with the University employing regional recruiters in Philadelphia and Southern California.

UAlbany’s students are highly diverse, with more than 40 percent coming from minority backgrounds, 31 percent of which are from underrepresented populations. UAlbany has the highest proportion of female students (52 percent) among the four SUNY University Centers; in fact it is the only one to have more than half of the student body be women. And its proportion of minority students (41 percent) considerably exceeds the national average for public R-1 universities (34 percent). A significant proportion of UAlbany’s students are first-generation college students (33 percent) and Pell-eligible (40 percent).

About half of UAlbany’s graduate students attend full-time, and over one-third in doctoral programs. International students comprise 17 percent of the graduate student population (13 percent of master’s students and 27 percent of doctoral students). The largest graduate enrollments are in the College of Arts and Sciences and in the School of Education, with additional substantial numbers in the School of Public Health, School of Social Welfare, School of Business, College of Engineering and Applied Sciences, and the Rockefeller College of Public Affairs.

Student Life, and Enhancing the Student Experience
The University has long believed that co-curricular student experiences complement and enrich student learning. Through a robust student life program aimed at providing students opportunities to live, learn and lead through involvement in more than 300 clubs and organizations, including the undergraduate and graduate elected student governments; health and wellness programs which include club sports, intramurals, group exercise, and fitness opportunities; multicultural and gender and sexuality resource centers which support an increasingly diverse and inclusive campus community; and an increased focus on career and post graduate preparation. This attention to student growth includes a strong emphasis on providing students with as many applied learning experiences as possible, including internships, education abroad, undergraduate research, and community service opportunities.

Housing nearly 7,800 students on campus (nearly 60 percent of all undergraduates) in traditional residence halls and apartments, the university requires first and second year students to live on campus and provides targeted programming focused on student success, including 23 highly successful living-learning communities for first year students; a new residentially-based Student Success Center which provides tutoring, academic advisement and career counseling to first year students where they live; and a renewed emphasis on students’ second-year experience.

Highly successful collaborations between the Provost’s Office, Student Affairs and Undergraduate Education have scaled high-impact educational practices aimed at first year students and introduced individualized "student success teams," most recently resulting in a six-year high in freshman-to-sophomore year retention for the Class of 2019.

Many new initiatives to improve the student experience are actively underway. A new $62.2 million, 76,000-square-foot expansion and 46,000-square-foot renovation to the University's Campus Center is
slated to open in Fall 2017. It will provide more retail dining options, student organization offices, multipurpose rooms, and a new 400-seat auditorium. The health and counseling centers will relocate to a new, $28 million facility on the Uptown Campus in 2019, further enabling students to access these services. The University is also establishing a new Center for Leadership and Service; launching a new Applied Learning Institute; and expanding employer relations in the Office of Career and Professional Development. It intends to continue the transformation of older residence halls into vibrant and inviting living communities.

**Intercollegiate Athletics**

The Department of Athletics provides a robust intercollegiate athletics program for men and women committed to supporting the educational mission of the University. The institution is committed to building the visibility of its athletic programs to enhance student spirit, recruitment and retention.

UAlbany’s intercollegiate athletics program, with 18 sports and 490 student-athletes competing at the NCAA Division I level, has achieved increasing success. UAlbany Athletics is a member of the America East Conference, Colonial Athletic Association (Football) and the Metro Atlantic Athletic Conference (Women’s Golf). In the 2015-16 season, UAlbany won its fourth consecutive Stuart P. Haskell, Jr. Commissioner’s Cup, which annually recognizes the strongest athletic program in America East based upon regular season and championship competition. A Great Dane athlete competed in the Olympics for the first time in school history in 2016 when track athlete Grace Claxton represented Puerto Rico in the 400-meter hurdles.

UAlbany student-athletes have an 83 percent graduation rate, while attaining a cumulative GPA of 3.09 (average for athletes across all sports) and annually donating more than 2,000 hours in community service to the Capital Region. Hundreds of student-athletes over the past 17 years earned academic and leadership honors with the NCAA, Chancellor Scholar-Athlete, America East Conference, and the State University of New York Presidential Awards.

In 2015, the athletic department received the largest gift in the University’s history, a $10 million gift to support the football stadium and other facilities, expand scholarships for student-athletes, and address additional priorities in athletics. The Athletics Department launched the “Great Dane Athletic Club” in 2016 as part of its effort to build its base of philanthropic support for scholarships, operations, capital projects and endowments.

Since UAlbany elevated its athletics program to Division I in 1999, it has won 93 conference titles, advanced 44 teams into NCAA Tournaments, produced 15 Academic All-Americans, and 62 All-Americans. Individual student-athlete achievement awards include 4 National Player of the Year Awards (three in lacrosse and one in field hockey).

The University supports its athletic program with a full complement of quality fields, courts, training, and academic support facilities. The SEFCU Arena, constructed in 1992, is home to the men’s and women’s basketball teams, seats approximately 5,000, and includes sports medicine facilities, concessions, a recreational fitness center, and the athletics Hall of Fame conference and meeting room.

The Tom and Mary Casey Stadium, constructed in 2013, is the newest facility, providing an 8,500 outdoor seating venue for the football team, men’s and women’s soccer, and for selected lacrosse games. The
stadium includes full concessions, luxury suites, and a state-of-the-art high definition video scoreboard. Casey Stadium anchors a multi-sports complex that also includes John Fallon Field, constructed in 2005, which is home to the men’s and women’s lacrosse teams, seating approximately 2,500. Adjacent to the lacrosse venue is the women’s field hockey venue, also constructed in 2005, and an Olympic-caliber 9-lane IAAF certified track and field venue, completed in 2013.

The 150,000 square-foot Physical Education building, constructed in 1968, is the largest of the athletic and recreation buildings. The building is the home to the women’s volleyball team, serves as the main office and support building for both the athletics and recreation departments, and also houses the Academic Support Center for University athletes, expanded and upgraded in 2015.

Financial Resources
The University’s expenditures from all funding sources totaled $510.5 million in 2015-16. The largest funding source is tuition (24 percent). The State of New York’s general revenues supplied an additional 11 percent of expenditures. The pie chart below shows the distribution of expenditures by all major funding sources.

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Explanation of fund types:
- **Tuition**: tuition paid by students (exclusive of fees, which are placed in other funds)
- **RF Direct**: Research Foundation Direct (direct sponsored research activity as reported by Research Foundation)
- **DIFR**: Dormitory Income Fund Reimbursable (room rate paid by students)
- **CFP IFR**: Campus Financial Plan Income Fund Reimbursable (includes certain fees paid by students, such as Comprehensive Fee, Mandatory Athletic Fee, Campus Recreation Fee)
- **Other IFR**: income fund reimbursable activities not administered as part of the campus financial plan (such as faculty release time in grants, agreements with other state agencies to provide services, etc.)
- **UAS**: University Auxiliary Services: a 501c3 not-for-profit organization that administers campus services (such as food service, bookstore, vending, laundry)
- **UAF**: University at Albany Foundation: a 501c3 not-for-profit organization that administers the university’s endowment and philanthropic resources
- **State Special**: funds appropriated by the State of New York for a designated purpose (such as Educational Opportunity Program, Small Business Development Center, etc.)
- **SHC**: Empire Commons Student Housing Corporation, a 501c3 not-for-profit organization that administers an apartment-style housing complex

Tuition, room and board for in-state students is currently $6,470 and $21,550 for out-of-state students. The last several years were a period of modest and predictable annual increases, but in 2016 the state legislature did not authorize a tuition increase. The SUNY system is advocating for resumption of modest increases.

The University at Albany administers its University Financial Plan through a highly disciplined, transparent and collaborative process that tightly links strategic planning and budgeting. There is extensive communication regarding how budgetary decisions are made. The University has established a system and culture whereby all departments are encouraged to evaluate and maximize their contributions to the University’s overall mission.

Through the Compact Budget Process a team of senior leaders and representatives from the Budget and Institutional Research offices measures budgetary requests against the University’s strategic plan and makes funding commitments one year in advance of the upcoming fiscal year. This ensures that the University’s resources are devoted to its highest priorities and it enables managers to plan well in advance of the intended start of new initiatives. The Office of Financial Management and Budget adjusts budgets based on the Compact Budget Process decisions, specific system allocation changes, and negotiated salary increase requirements.

**Alumni and Development**

UAlbany’s 172,815 alumni are sources of both pride and strength. These talented men and women include highly respected educators; public servants dedicated to bettering the lives of their constituents; leaders in business, industry, science, medicine, and law; acclaimed writers, photographers, and entertainers; and volunteers committed to the greater good, both locally and globally. Their success testifies to the value of a University at Albany degree – and underscores UAlbany’s commitment to providing education, research and service to the people of New York, the nation, and the world.

The Alumni Association works closely with the University to foster a mutually beneficial relationship between UAlbany and its graduates. The Alumni Association hosts accepted student receptions in New York and beyond, funds scholarships, campus speakers and events, and maximizes alumni engagement through events and social media to encourage support of UAlbany. Current students pay a modest “Student-Alumni Partnership” fee, which allows them to tap into a network of more than 145,000 alumni and take advantage of the numerous programs designed to help students gain business, professional and leadership skills. From networking and spirit events to scholarship opportunities, the Partnership helps students make the most of their UAlbany experience.
The University at Albany Foundation encourages philanthropic contributions from individuals, corporations, foundations, and other organizations to support University activities and programs, and manages a substantial investment portfolio that benefits UAlbany.

In 2014-15, the Foundation attracted more than $12.5 million in private funding to the University – the most ever in Foundation history. These funds included $3,855,048 in UAlbany Fund support; endowment gifts totaling $7,428,553; and $1,279,121 in irrevocable and revocable planned gifts. And in 2014-15 the Foundation distributed nearly $4.6 million to support faculty and students, scholarships, prizes and awards and campus programs. The Foundation’s Board of Directors, which includes UAlbany’s president as an ex-officio director, forms an important link between the University and its neighbors in the Capital Region and beyond.

The Development Office, the Alumni Association, and the Foundation work closely together. Development has accurate contact information for more than 147,000 alumni. The largest number of potential donors reside in the Capital Region and in New York City, and significant clusters are found in other big cities including Boston and Washington, DC. Events are scheduled regularly in these cities as well as annually in Florida and California. The development efforts have been growing as demonstrated by the increase in the endowment in the last decade, from $16.6 million to $63.4 million. In 2016, the endowment’s market value grew by an impressive 8.1 percent. There is significant interest in expanding the level of contributions from alumni and friends of the University. Private philanthropic gifts have increased substantially in recent years, including the two largest gifts in University history, for the support of students, faculty, scholarships and athletic and academic facilities.

Community Engagement
Throughout its history, UAlbany has evolved and grown to meet and address the changing needs of society, and it continues to do so. As a regional anchor, UAlbany feels an obligation and a desire to address leadership, workforce, and research needs in the community as well as in the state and world. UAlbany works closely with the region’s K-12 education – including co-convening and providing the administrative support for The Albany Promise, an innovative “cradle to career” partnership that brings together education, community, business, civic and philanthropic leaders to foster collaboration around the most pressing challenges facing K-12 students and their families. UAlbany also offers numerous STEM and college readiness programs for youth. Each year thousands of students from hundreds of high schools across the state earn college credits through the University in the High School program.

UAlbany’s faculty and staff assist New York’s smaller cities and towns in addressing health care disparities, and they partner with state and county offices to help the aging live independently. In 2016 the University won a highly-competitive a $10 million National Institutes of Health (NIH) endowment grant to launch a major initiative to address minority health disparities in the Northeastern United States by recruiting students, faculty and researchers from underrepresented groups and educating them to address these issues.

Through extensive research, internships, community service, service learning, and volunteerism, UAlbany faculty, staff, and students have a significant impact on the quality of life in surrounding communities. Their contributions have garnered UAlbany consistent recognition on the U.S. President's Higher Education Community Service Honor Roll.
In 2016, New York Governor Andrew Cuomo awarded funding to UAlbany’s highly-ranked School of Criminal Justice to create a Youth Justice Institute, a partnership between the state and the University that will improve services for children, teens, and young adults in New York’s criminal justice system by training public and private youth service providers to apply best practices and programs proven to improve outcomes for at-risk youth.

UAlbany is a vibrant hub for culture and the arts, providing the community with a rich array of offerings in music, theatre, literary readings, lectures and art exhibitions, all open to both the campus and the community. The University Art Museum organizes several exhibitions and the Performing Arts Center hosts over 400 public events each year. And thousands of sports fans visit UAlbany’s campus each year to root for the Great Danes.

### The Community
The University enjoys a key competitive advantage from its location in New York’s capital city. The metropolitan area has a population of nearly 1 million and is comprised of three cities (Albany, Schenectady and Troy) and dozens of towns and villages.

The region offers an outstanding quality of life. It has a wide range of attractive urban, suburban and rural housing; excellent schools and colleges; a lively cultural and arts scene; outstanding dining and entertainment options; and easy access to year-round outdoor recreation, including some of the best locations for boating, skiing, hiking and bicycling in the eastern United States.

Residents can reach New York City, Boston or Montreal by train or car in under three hours. The Albany International Airport, just 15 minutes from the Uptown Campus, is served by American Airlines, Cape Air, Delta, JetBlue, Southwest and United Airlines.

The Capital Region has a vibrant and diverse economy, anchored by the government, technology, business, health care and education sectors. It consistently enjoys the lowest unemployment rate in upstate New York. The region, which has developed the nickname “Tech Valley,” has a long history of innovation that includes General Electric, the Knolls Atomic Power Laboratory, and a growing nanoscale technology sector that emerged from research conducted at the University at Albany.

*Forbes* has ranked the Albany-Schenectady area #3 in the nation on its list of “The Best Places with the Best Education,” and #4 on its list of “The Best Cities for Jobs,” noting that post-recession reductions in state and local government employment were overcome by the expansion of the high tech field. *U.S. News and World Report* currently ranks Albany #30 on its list of “Best Places to Live” – ahead of such desirable locations as Portland, Phoenix and Atlanta. The magazine praised Albany’s “old-world feel,” “lively downtown,” and easy access to destinations like the Berkshires, the Adirondacks and the Finger Lakes wine country.

Home to 20 colleges and universities, the Capital Region is a higher education destination. The Albany Medical College (private), today part of Albany Medical Center, was founded in 1838. Albany Law School (private) is the oldest law school in New York and the fourth oldest in the country; in 2016 UAlbany signed an innovative partnership agreement with the law school, providing additional opportunities to students and faculty. Other colleges and universities in the region include Skidmore College, Rensselaer Polytechnic
Institute, Siena College, The College of Saint Rose, and The Sage Colleges. UAlbany enjoys partnerships with two nearby community colleges (Hudson Valley CC and Schenectady CC). The City of Albany has a substantial population of college students and faculty members, helping give it a “college-town” feel.

Opportunities and Challenges
The University at Albany is at an important moment in its history. While it has built considerable momentum, adopted many innovative practices, and received considerable support from New York State, UAlbany is operating within a challenging national context marked by growing uncertainty about the existing model of higher education; constrained resources; intensified competition; changing expectations from students, parents, policymakers and employers; and the need to maintain an aging infrastructure while keeping up with rapidly-evolving technologies.

UAlbany’s campus culture is highly collaborative, inclusive, interdisciplinary, and student-focused. Its stakeholders are optimistic, yet the last decade, which included both budget reductions and leadership turnover, has been taxing for many. The new president will need to provide affirming and inspirational leadership to guide the University to capitalize on the opportunities ahead of it and overcome the challenges it faces. Specifically:

Attracting Additional Resources to Support the Academic Mission

I. Enrollment
Tuition and fee revenues are the most important driver of the University’s financial resources, and the University’s leaders are placing a high priority on growing this source of funding. A new strategic enrollment manager and new chief marketing officer have teamed up with the deans to modernize the institution’s approaches to student recruitment at both the undergraduate and graduate levels, and early indicators are showing positive movement on several measures. UAlbany recruited the largest applicant pool in its history for Fall 2016, and for Fall 2017, both applications and admissions are up 3 percent over the prior year (without seeing a decline in student qualifications). Yet the University recognizes that it is facing stiff competition from peer institutions that started their own brand transformations earlier, and the new president will need to provide strong support for the change leadership involved in adopting a more strategic approach to enrollment and branding.

Also helping with enrollment growth is a well-designed retention effort launched under former president Jones and co-led by Academic Affairs and Student Life. This initiative has deployed many high-impact practices, including forming student success teams for every freshman that include a faculty member, academic advisor and residence hall staff; providing all freshmen with at least one small class (fewer than 20 students); expanding the number of living-learning communities; and monitoring student progress to increase early detection of student needs and offer appropriate interventions where needed. In its first year, this effort produced a dramatic gain of 3 percentage points in freshman-to-sophomore retention. UAlbany competed for and won $1.5 million in SUNY funding to extend these efforts even further in the upcoming year. The new president will need to be fully engaged with efforts to advance UAlbany’s competitiveness for attracting and retaining students.

II. Fundraising
In addition to tuition revenue, the resources provided through philanthropy are becoming increasingly important. The University has prepared well for its next president to lead a major fundraising campaign.
A strong and capable leadership team of alumni volunteers and professional staff is in place, and these leaders have engaged campaign counsel, conducted research, developed a strategic campaign plan, and launched effective cultivation activities. The University has attracted the two largest gifts in its history, and many more opportunities exist with donors who are poised to make transformative gifts. The new president will be expected to invest a significant amount of his/her time to deepen UAlbany’s ties with its alumni and friends and broaden its base of support.

III. Research
Increasing external research funding remains a challenge for many public universities, including UAlbany. The University has significant research strengths in the life sciences and health-related subjects, atmospheric sciences, public policy, and data analytics, among many. Historically, a significant proportion of the University’s sponsored research dollars have come in the form of government contracts, which is not surprising given the University’s location and its historic strength in fields that are important to government, such as public policy and management, and criminal justice. Yet these contracts provide smaller indirect cost recovery rates, constraining the funds available to seed new research initiatives and provide overhead support.

UAlbany’s strategy to diversify and expand external support for faculty research, scholarship and creative activity includes hiring research-active faculty in many areas, including its two new colleges (Engineering and Applied Sciences; Emergency Preparedness, Homeland Security and Cybersecurity), as well as capitalizing on the strengths in its many research centers and institutes. The new president’s engagement and leadership in this area will be crucial.

Building a Powerful Brand Image and a Distinctive Identity
The University at Albany is making major strides in gaining greater recognition within the region and across the state, as well as nationally and internationally. News media coverage is up 77 percent over the prior year, as are measures of social media engagement. The University has engaged a respected external research firm to conduct the most detailed study of its identity and image ever undertaken. Data will serve as the foundation for significant advancement of UAlbany’s messaging and marketing strategies, in order to help it stand out more clearly in a crowded and noisy marketplace. An alumni-led branding agency in Manhattan is providing pro-bono service to assist the University’s talented in-house team in developing the messaging strategy. The new president will find that a strong foundation has been laid for him/her to strengthen the institution’s brand image and position it to be more competitive.

Implementing an Emerging Set of Strategies
During the academic year 2016-17, a team of senior leaders and respected faculty and staff are guiding a strategic planning initiative using an innovative “design thinking” approach. The planning process has engaged more than 300 people, who are actively engaged in devising potential strategies to enable UAlbany to face the challenges and capitalize on the opportunities for public higher education in the 21st century. Teams are working during Spring 2017 on multiple “expeditions” to discover innovative approaches to address many challenges and opportunities, including: the changing nature of students and how they learn; growing competition for students and funding; demands for greater accountability and transparency; the transformational impact of technology; internationalization; changing demographics; new approaches to connecting and collaborating across disciplinary boundaries; the need to foster student success at both the undergraduate and graduate levels; and the need to increase excellence in
Position Specification

President
University at Albany

the delivery of both academic and administrative programs and services. The new strategic framework will replace a strategic plan that contained a large number of priorities and multiple, sometimes competing objectives. The new framework is being crafted to help the University to achieve sharper focus, greater clarity about what really matters, and thereby create a deeper impact. The new president will guide the implementation and further extension of this emerging framework. It is critically important that he/she provide leadership to help the University determine a well-chosen, focused number of key strategies that will position it to thrive in the next 5 to 10 years, and to use these priorities to inform both institutional and unit-level action plans and resource allocations.

Building on Growing Diversity to Achieve Inclusive Excellence
UAlbany has achieved considerable success in attracting an undergraduate student body that includes substantial proportions of traditionally under-represented and lower-income students. Its work was recognized in 2016 by the U.S. Department of Education, which cited the University’s practices as a national model.

The University seeks to build on this foundation to enhance diversity among the graduate student body and the faculty. Under the leadership of the chief diversity officer and the President’s Council on Diversity and Inclusion, UAlbany has been holding a regular series of campus conversations — planned and led by students and faculty — to engage all stakeholders in this important work. The campus culture welcomes and celebrates diversity of all kinds, and it fosters inclusive excellence. The new president’s voice will be crucial in the ongoing effort to advance the goals of diversity, equity and inclusion.

Expanding UAlbany’s role as an Urban University
Under Dr. Jones, UAlbany took significant strides forward to engage more fully with the business, government and non-profit sectors to advance the economic, social and cultural goals of the region. The president co-chairs the regional economic development council, a high-powered body that coordinates the economic development strategies for a seven-county region and advocates for significant investments of New York State dollars. In addition, many hundreds of faculty, staff and students serve as volunteers on a myriad of projects and communities across the entire region each year. Through its plans to renovate the former Schuyler High School (“Old Albany High”), the University has sent a very public signal about its commitment to growing its presence in downtown Albany; while state funding is not yet forthcoming, this initiative has been extremely well-received by the community. The next president will find that significant work has been put into nurturing good relationships with SUNY system leaders and the executive and legislative branches, relationships that he/she can extend and deepen. He/she will also find that the region’s business and community leaders will both welcome and expect his/her visible leadership and deep engagement to help advance the region’s interests while providing research and learning opportunities for faculty and students.

Personal and Professional Attributes and Qualifications
The qualities being sought in the next president include: unquestioned integrity, strategic thinking, outstanding communication and interpersonal skills, high energy, political astuteness, deep commitment to diversity, common sense and a sense of humor, and a personal style that engenders trust and respect.

The president will recognize the unique characteristics of UAlbany and will build upon the University’s considerable momentum by collaborating with the faculty, staff, students, alumni and senior leadership.
to advance the University. The president will be a capable delegator, a good listener, well organized, and visible on campus and in the community. The president must have a great passion for the role of public higher education and be equally passionate about UAlbany.

Candidates should have a history of leadership in higher education or a similarly complex organization, a record of deep respect for scholarship, and a demonstrated ability to build and cultivate financial support for the University and its programs. Candidates will have an outstanding record of accomplishments sufficient to be accorded an academic appointment and the respect of the faculty; a highly developed understanding of academic values, traditions, and culture; an appreciation for scholarly work and the research enterprise; and a history of support for academic excellence.

In addition, the successful candidate will possess most, if not all, of the following qualities or experience:

- successful experience as a strategic leader; an understanding of the full range of strategic issues in complex organizations and the ability to execute large and ambitious plans;
- broad executive skills and experience; a proven record of sound fiscal, organizational, and management practice;
- demonstrated understanding of philanthropic fundraising, including significant involvement in a comprehensive campaign;
- a sophisticated understanding of branding and marketing, and the ability to engage the news media and opinion leaders, and to champion the University effectively with internal and external audiences;
- a powerful affinity for, and commitment to, the mission and values of a public university;
- understanding of, sensitivity to, and respect for, the concerns and interests of faculty, and support for their work as both teachers and scholars who engage in research and creative activity;
- demonstrated commitment to the principles of shared governance; superior listening skills and the ability to unify campus constituencies around shared goals;
- an understanding of the current climate surrounding campus diversity, equity and inclusion; and a commitment to advancing the goals of inclusive excellence;
- a strong focus on the needs of students, and a dedication to UAlbany’s academic mission;
- evidence of an understanding of the mission of UAlbany as a major teaching and research university, and a commitment to advance the institution’s stature;
- exceptional communication and interpersonal skills; the ability to listen to, energize and inspire students, faculty, staff, parents, alumni, trustees, and other external constituencies;
- support for a vision of intercollegiate athletics that focuses on student-athletes’ academic success, extraordinary sportsmanship, and athletic success;
- the ability to build collaborative relationships with other leaders, both within and outside the University;
- the ability to thrive in the public sector with well-developed political and diplomatic skills; comfort with transparency and scrutiny; and skill at advocating for the institution’s goals with both the executive and legislative branch;
- a fair, collaborative, and transparent leadership style that will succeed in an environment of shared governance;
- experience working with volunteers and assisting them in utilizing their full potential to advance institutional goals; and
unquestioned integrity and the ability to make difficult decisions about controversial matters.

To Apply
Review of nominations and applications will begin immediately and will continue until the position is filled. All inquiries, nominations/referrals and applications (including curriculum vitae and letters of interest responding to the position challenges and objectives outlined above) should be sent electronically and in confidence to:

Jett Pihakis and Meredith Rosenberg
Consultants to the Search Committee
Russell Reynolds Associates
UAlbany.President@russellreynolds.com

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