

# Executive Vice President for Finance and Administration

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**Roger Williams**  
UNIVERSITY



## THE OPPORTUNITY

Roger Williams University (RWU), a comprehensive University with a unique mix of liberal arts and professional programs, top-notch faculty and staff, the state's only law school, and hubs of innovation in Providence and Bristol, Rhode Island, is conducting a national search for its next Executive Vice President for Finance and Administration (EVPFA). RWU is committed to strengthening society through engaged scholarship so that students graduate with the ability to think critically and apply the practical skills that today's employers demand. The University has more than 4,000 students and a budget of more than \$165M.

Reporting directly to the President and a key member of the Cabinet, the EVPFA is the chief financial and operating officer for the University, providing financial and operational leadership and management oversight of a critical portfolio of administrative and operating units within the University. The EVPFA has a substantial impact on the success of the University by developing strategies for balancing the operating and capital budgets, managing funding issues, helping to maximize University revenue, containing costs, investing, stewarding its endowment funds, and planning for the resource needs of technology, finance, facilities, and capital projects. The EVPFA provides guidance and recommendations on both strategy and operations to the President, the senior staff, and the Board of Trustees in aligning, setting, and achieving the mission, goals, and objectives of the University.

The ideal candidate will be an experienced manager with strong financial skills who is collaborative, transparent and an excellent communicator. They will be an optimist who will work well with the board and with Cabinet colleagues, faculty, and staff. They will be an excellent negotiator who can work collegially with the University's five unions.



## ABOUT ROGER WILLIAMS UNIVERSITY

Roger Williams University dedicates our mission to strengthening society through engaged teaching, learning and research. RWU prepares students to be successful leaders and innovators in today's rapidly changing world. The distinctive focus on original research, engaged learning, and hands-on apprenticeships, practicums and clinical learning opportunities provides students with real-world experiences, on and off campus, that empower them to be career- and job-ready, to succeed immediately and continue to advance throughout their careers. The commitment to academic excellence, engaged learning and student success is the foundation of the university's mission and RWU delivers a world-class education and inclusive student experience.

## HISTORY

RWU is a young and still evolving university, beginning operations as an independent college in 1956. It was originally founded in 1919 as a downtown Providence branch of Northeastern University (Boston, MA) that relied on the Providence YMCA as an extension location to teach courses in business and law.

After a hiatus of teaching during World War II and an amicable separation from Northeastern, the YMCA Providence Institute of Engineering and Finance continued on its own and offered day and evening courses. The tradition of serving a vocational market and a largely underserved population persevered, and in 1956, the institute received a state charter to grant two-year associate degrees under the name "Roger Williams Junior College." In 1967, its charter was amended to award bachelor's degrees, and it was renamed Roger Williams College. By 1969, with increased student enrollment and new educational programs, the College had outgrown its downtown location and relocated most of its operations to 80 acres of waterfront land on Mount Hope Bay in Bristol, RI. In 1992, the College was once again renamed and became Roger Williams University. In 1993, the School of Law was established. It is Rhode Island's only law school. In 2015, the University moved its Providence operations to a larger, fully renovated downtown building with the vision of serving a far more expansive community of traditional and non-traditional learners.

As an educational institution, RWU is inextricably connected to Roger Williams, the 17th-century leader who devoted himself to freedom of conscience and social justice, and who founded the State of Rhode

Island based on those tenets. Roger Williams' philosophy, and what has been called his “lively experiment,” nurtured the growth of vibrant and open societies. RWU’s pursuit of excellence in education and community service is rooted in his focus on intellectual exchange, freedom of speech, critical thinking, inclusiveness, and innovation as a means of improving a free society. The University is accredited by several different accreditation bodies including the New England Commission of Higher Education (NECHE), the Association to Advance Collegiate Business Schools (AACSB), the Accreditation Board for Engineering and Technology (ABET), and the American Bar Association (ABA) among others. [Click here](#) to view all RWU’s accreditations.

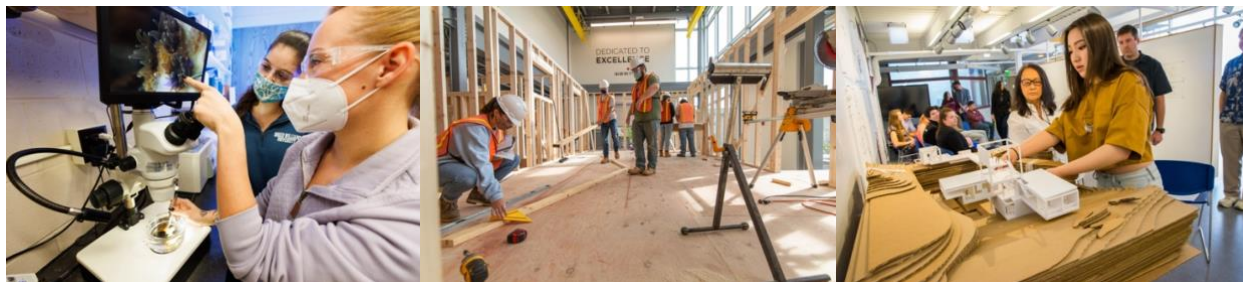


## ACADEMICS AND FACULTY

RWU offers 50 majors and robust graduate and professional programs across eight schools of study including Rhode Island's only law school, with campuses on the coast of Bristol and in the heart of Providence, RI. A proud distinction of the university is the small class sizes and a 14-to-1 faculty-to-student ratio. This enables personal attention in the classroom, a focus on undergraduate and graduate research, and community engagement. A Roger Williams education blends the strength of liberal arts and professional studies, providing all students with the depth and breadth of interdisciplinary thinking and well-rounded knowledge necessary to succeed in this interconnected, global world. RWU is strengthening society through engaged teaching, learning and research so that students graduate with the ability to think critically and apply the practical skills that today's employers demand.

While RWU has historically focused primarily on undergraduate studies, the University continues to expand steadily at the graduate level in selected areas of strength – particularly within the School of Law, architecture and historic preservation, psychology, justice studies, and business programs. In recent years the University has steadily introduced opportunities for students to pursue undergraduate and graduate degrees with 3+3 and 4+1 programs.

On both the Bristol and Providence campuses, the dedication and expertise of RWU’s faculty and staff are its greatest assets. Supporting the growing academic strength and rigor of the Bristol campus are 191 full-time teaching faculty (excluding the School of Law and University College). Nearly 80% of the full-time faculty hold Ph.D. in their respective fields of study. The full-time faculty core is augmented by part-time faculty of approximately 288. The staff includes 601 full-time and 225 part-time employees. The campus has five unions which cover faculty, staff, dining, facilities, public safety, and administrative assistants, totaling 54% of all employees.



## STUDENTS

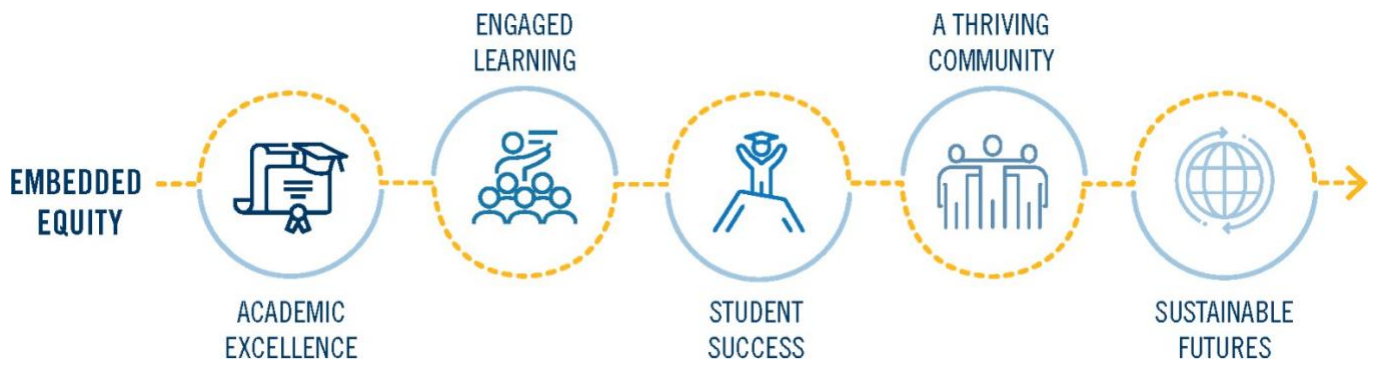
With more than 70 clubs and organizations, student opportunities are plentiful and range from the RWU Student Senate to the Food Recovery Network and the dance club. RWU's 22 varsity teams compete in the NCAA Division III Commonwealth Coast Conference. Their success on the field and the attention they have garnered are steadily increasing each year. The co-ed sailing team is consistently one of the best in the nation, and the campus hosts the headquarters of U.S. Sailing. Retention has remained solid as a result of the faculty and staff focus on student success and thriving. The average first year retention rate for entering freshmen for the past ten years has been 80%. The average 6-year graduation rate for entering freshmen for the past three years has been 64%. Approximately three quarters of undergraduate students live in University properties. In recent years, student support services have been significantly enhanced by improving the First Year Experience initiative and developing other academic efforts, such as the Roger Seminar and Living Learning Communities, to ensure that RWU provides a supportive community and network of resources to help first-year students successfully navigate their transition to college. Additionally, academic support services for students have been unified into the Center for Student Academic Success, and career services was recently broadened and renamed as the Center for Career and Professional Development, which connects career preparation, advising, and alumni affairs.

## LEADERSHIP



In 2019 [Ioannis Miaoulis](#) (pronounced YAH-nis Me-OW-lis) was appointed the 11th President of Roger Williams University. Prior to his appointment at RWU, President Miaoulis served as the President and Director of the Museum of Science in Boston and as the Assistant Provost and Dean of the School of Engineering at Tufts University. He has led large-scale efforts to spark passion for innovation and Science, Technology, Engineering and Math (STEM) education among young learners around the world.

In his first four years at the university, President Miaoulis has helped lead transformations in leadership, philanthropy, and planning. While navigating the impact of the pandemic, RWU was able to launch its Excellence by Design strategic plan framework (below) and transform the culture of philanthropy for the University. RWU has increased annual giving by 60% since President Miaoulis joined the university. Recently, RWU secured its largest ever gift to the University: a \$20 million investment in our School of Architecture and emerging real estate programming, resulting in the naming/dedication of the Cummings School of Architecture and launch of the Cummings Institute for Real Estate.



## STRATEGIC ACTION PLAN

With a unique mix of liberal arts and professional programs, top-notch faculty, the state’s only law school, and hubs of innovation in Providence and Bristol, Rhode Island, RWU is poised to align its efforts and provide what the world needs from a modern, comprehensive university. As a result, the university continually seeks new partners, adapts strategies, and focuses on making a difference with the communities and organizations served by the institution.

Five strategic priorities emerged from the Strategic Action Plan. These provide a guiding framework for the years ahead for collective, divisional, and individual initiatives across the university. They include seeking ongoing opportunities to engage with the RWU community, the greater community and industry partners; refining efforts toward that goal continually; seeking new solutions; and using integration of institutional efforts and academic planning as an ongoing and iterative culture of planning. [Click here](#) to learn more about RWU’s action plan and a vision for embedded equity.



## DIVERSITY AND INCLUSION

Roger Williams University seeks to recruit and support a broadly diverse community of faculty and staff. RWU values diversity, equity and inclusion and respect for all races, genders, identities, and abilities and is committed to creating a thriving community that encourages lifelong learning, professional development, and academic innovation. To learn more about Roger Williams University's commitment and support of diversity and inclusion, please visit <https://www.rwu.edu/who-we-are/diversity-equity-inclusion>.

## ENROLLMENT, TUITION, AND FINANCIAL AID

In Fall of 2022, Roger Williams had 4,103 undergraduate students across its full-time and part-time degree-seeking undergraduate students on both campuses: as well as 294 graduate students and 552 students in

the Law School. The University has been addressing declining undergraduate enrollment in its core region for the last several years while experiencing modest growth in graduate enrollment. Undergraduate tuition and fees are scheduled to be \$44,418 in Fall 2024 with room and board charges of \$16,112. (Note: differential tuition rates exist for School of Engineering and School of Architecture programs). All undergraduates receive some institutional financial aid whether competitive scholarships and/or need-based financial aid. The University has an undergraduate tuition discount rate just above 50% and about 17% of the new freshmen are Pell recipients.

## **FINANCE AND FACILITIES**

The campus has experienced balanced budgets for the last several years. In FY 2023, the University had operating revenues of \$172.9M and operating expenses of \$170.1M. More than 85% of the University's budget is supported by student revenues. The University had outstanding debt of \$75.2M on June 30, 2023; this is down from \$89M in FY 2021. The debt is all private and includes both fixed and variable rate instruments at relatively low interest rates. The University has an endowment of \$95.37M as of 12/31/2023 (of which \$66.2 Million was unrestricted as of June 30, 2023). It includes a \$6.75 Million loan due to the operating fund. RWU has an investment spending policy which provides that 4% of the permanently restricted endowment corpus and 5% of the board-designated endowment corpus is transferred annually to the operating budget with payments made quarterly.

The University has two campuses which are 18 miles apart: one on the water on 143 acres in Bristol and one in the heart of Providence. It has an annual capex budget of \$6M. It has the following projects on the drawing boards:

### **CAMPUS MASTER PLAN INITIATIVES**

- \$55M campus center (tentative 2026-2027)
- \$11M Engineering Building Adaptive Reuse (underway and through 2026)
- New residence hall (tentative 2029-2031)

### **MAJOR CAPITAL INITIATIVES**

- \$750K per year for Classroom Master Plan renewal (2023 – 2035)
- \$2.7M Dining Commons Refresh (2025)
- \$1.75M Residence Hall Renovations (2028)

# BRISTOL AND PROVIDENCE, RHODE ISLAND



## BRISTOL CAMPUS

RWU's main campus is located in [Bristol, RI](#), a historic town and home to the nation's oldest Fourth of July parade. The Town of Bristol received an award in 2018 by the Architectural Digest as being one of the 25 Best Small Towns in America; it is also considered one of the safest cities in America. The campus sits on a sprawling 143 acres, including a newly acquired parcel of 17 acres adjacent to the President's residence which overlooks Narragansett Bay, and is just minutes from downtown Bristol, half an hour from Providence and an hour from Boston. Seven of RWU's eight schools are located at the main campus in Bristol, including the School of Law. Many of the University's facilities have been recently renovated and are equipped with state-of-the-art technology and modern classrooms. A partnership with Samsung USA has started to bring cutting-edge, cloud-based technology to RWU students for re-envisioned and improved learning spaces.

RWU takes full advantage of its idyllic bayside location. Not only does it serve as a pristine backdrop for the campus, but it influences the scholarly and recreational activities of the University as well. The University features strong, nationally recognized programs in marine biology, aquaculture, and maritime law, as well as one of the top five sailing programs in the country.



## PROVIDENCE CAMPUS

RWU's Providence campus is located in the heart of downtown [Providence](#): Rhode Island's capital city. Providence is dubbed the Creative Capital, and the city is home to amazing restaurants, concerts, festivals and the internationally acclaimed WaterFire. Providence is consistently rated as one of America's favorite food cities by Travel+Leisure magazine and is filled with great shops and a thriving music scene.



The Providence Campus provides all RWU students with access to a vibrant hub of businesses and community partnerships for a wide variety of hands-on experiences and internships. This facility has been fully renovated, is equipped with modern classrooms and smart board technology, and has several lounges and a cafe for study and relaxation. Supporting other partnerships with a multitude of community organizations, nonprofits, public school districts, and federal, state, and local governments, the Providence campus is a key component in fulfilling the University's commitment to its neighboring communities.

The Providence campus is home to University College (UC), which provides adult learners and high school aged students with opportunities to begin or further their education or make a career change with over thirty flexible programs. UC is also home to the Center for Workforce and Professional Development that offers education and training as well as professional development programs through partnerships with industry.

In addition, UC is home to the Policy, Research, and Practice Collaborative that is comprised of Housing Works RI, and CYCLE.

The Providence campus also hosts the MBA program, several graduate program classes the law school clinics and is also home to collaborative programs that span UC, the Law School, and graduate programs such as the M.B.A., and master's programs in Public Administration, and Leadership. Additionally, the Providence campus serves as the School of Law's Experiential Campus, housing various distinctive clinics through which RWU Law students provide free services to those in need.

# THE EXECUTIVE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The Executive Vice President for Finance and Administration (EVPFA) is the chief financial and operating officer for the University, providing financial and operational leadership and management oversight to most administrative and operating units within the University. The EVPFA has a substantial impact on the success of the University by developing strategies for balancing the operating and capital budgets, assessing the return on investment of various initiatives, managing funding issues, collaborating with the VPs of Institutional Advancement and Enrollment Management among others to maximize revenues, contain costs, invest and maximize endowment funds and plan for the resource needs of technology, finance, facilities, and capital projects. The EVPFA provides guidance and recommendations on both strategy and operations to the President, senior staff and the Board of Trustees in aligning, setting and achieving the mission, goals and objectives of the University. The EVPFA serves as liaison to the finance, buildings and grounds, investment and audit committees of the board.

The EVPFA will be a collaborative and entrepreneurial leader who serves as the steward of the resources of the institution by ensuring the financial health of the University through leadership, direction, and oversight of the University's resources. They will provide prudent and strategic insight to support areas of investment while also having the ability to say no when appropriate. The EVPFA serves as a principal advisor to the President and is responsible for preparing financial analysis, budgetary reports and long-range projections for the President and Board of Trustees. The EVPFA will be a key member of the President's Cabinet and will play a major role in the ongoing development of the University's strategic plan, linking planning and budgeting, building long-range fiscal models, and ensuring that expenses are consistent with the College's revenue.

## CHALLENGES AND OPPORTUNITIES

### ACHIEVE BALANCED BUDGETS AND MEET ALL THE DEBT COVENANTS

The EVPFA maintains a balanced budget which meets all the University's debt covenants. The budget must be balanced without taking any supplemental endowment draws.

### MAINTAIN EFFICIENT, COST-EFFECTIVE OPERATION OF THE COLLEGE

The EVPFA assesses all of the University's systems and processes to see where improvements can be made to increase productivity and service in a cost-effective manner. The EVPFA works collaboratively to make these changes with appropriate colleagues many of which will require improvements in the use of technology.

### ESTABLISH TRUST AND COMMUNICATE EFFECTIVELY WITH THE CAMPUS

The EVPFA must be able to gain the trust of the campus by communicating clearly and effectively with all constituencies about finance, facility, and technology issues. They must be able to educate the campus about the implications of various alternative strategies in a clear and transparent manner which promotes understanding and support for the University's direction and gains faculty and staff understanding and support for the decisions that are made.

### ASSIST IN THE CULTIVATION AND SECURING OF NEW SOURCES OF REVENUE

The EVPFA should be strategic and explore all avenues to make the University fiscally strong. The EVPFA needs to have an entrepreneurial spirit and explore new partnerships with university leaders. They need to be able to assess the return on investment of various alternative opportunities and be willing to take measured risks and to negotiate complex deals.

## PROMOTE EXISTING AREAS OF INVESTMENT

The EVPFA partners with the Provost to provide the appropriate incentives and infrastructure for faculty and staff to develop new programs which can provide the University with additional revenue. The EVPFA also partners with the VP of Enrollment Management to maximize net tuition revenue and with the VP of Student Life to facilitate increasing the net revenue provided by auxiliaries and other programs, and with the VP for Institutional Advancement to help in fundraising activities. The EVPFA should be able to assess the return on investment of various projects.

## DEVELOP A BUDGET PROCESS AND FORECASTING MODELS

The EVPFA must develop an inclusive budget process and a robust forecasting tool to evaluate various scenarios moving forward over the next three to five years. They must be able to communicate this process to others and to collaboratively model different scenarios which allow for growth while maintaining balanced budgets and coverage of debt covenants.

## WORK EFFECTIVELY WITH THE UNIONS

The EVPFA needs to work collaboratively with the University's five unions. They should be an excellent negotiator as they are a key part of the University's negotiating team.

## QUALIFICATIONS

The successful candidate will demonstrate unquestioned integrity, be an outstanding communicator, a strategic thinker and possess strong and effective interpersonal skills that engender trust and cultivate collaboration. They will be respectful of others, will value diversity and inclusion and will have a positive attitude. The new EVPFA will be an exceptional financial and administrative leader with superior analytical and management skills and a willingness to explore new and creative opportunities for ensuring the University's financial health. The successful candidate will be an excellent manager, be adept at executing on multiple priorities simultaneously, be creative in spirit, and balance stability and risk for the university. The new EVPFA will be a skilled negotiator and possess a keen understanding of the higher education landscape, and the challenges that higher education is currently facing to provide innovative ideas in approaching the future. The new EVPFA will be able to understand and negotiate complex financial transactions and have the ability to achieve goals using influence and negotiation skills. The successful candidate will have the fortitude to make difficult choices when necessary and the ability to convey decisions with clarity.

The new EVPFA will be knowledgeable about the critical areas in the portfolio and will have experience working with boards of trustees. They will have at least ten years of progressively increasing experience in finance and administration, managing a large staff with diverse responsibilities. Higher Education experience is highly desirable as well as experience in business, non-profits and/or other sectors. A bachelor's degree is required, and an MBA or other advanced degree is preferred.

## NOMINATION AND APPLICATION PROCESS

Nominations and applications are invited for this position. Review of applications will begin immediately, and candidate material received by March 20, 2024, will be assured full consideration although recruitment will continue until an appointment is announced. Applications (including a cover letter and resume) must be uploaded to: <http://lapovsky.hiringthing.com/>

Lapovsky Consulting is assisting Roger Williams University in this search. For nominations, questions, or additional information, please contact: Lucie Lapovsky (email: [RWU@lapovsky.com](mailto:RWU@lapovsky.com)).

*Roger Williams University is an affirmative action/equal opportunity employer and committed to a diverse workforce. All applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender*

identity or expression, national origin, age, disability, veteran status, or any other basis protected by applicable state and federal law. For information on our Non-discrimination policy, visit [here](#).

RWU prohibits all forms of discrimination on the basis of sex in its education programs and activities and is required by Title IX of the Education Amendments of 1972 (Title IX) and its implementing regulations not to discriminate in such a manner. Complaints of Title IX sexual harassment should be reported to the Title IX Coordinator at the contact information listed below. Details regarding the formal complaint process can be found here: [Title IX Sexual Harassment Policy and Procedures](#). All complaints of sexual harassment will be taken seriously and responded to promptly. TITLE IX COORDINATOR: Dr. Jen Stanley, 1 Old Ferry Road, Bristol, RI 02809 / Phone Number: (401) 254-3123 /Email Address: [jstanley@rwu.edu](mailto:jstanley@rwu.edu)