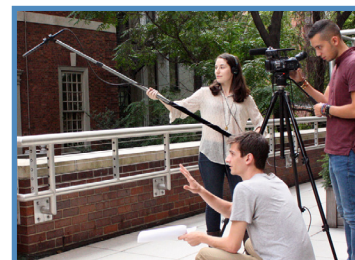
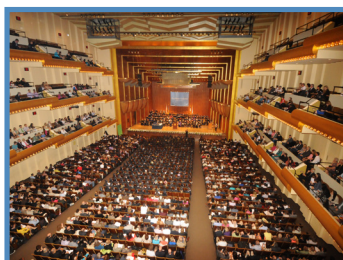




MarymountManhattan

THE SEARCH FOR THE 8TH PRESIDENT OF MARYMOUNT MANHATTAN COLLEGE



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MMC at a Glance

Marymount Manhattan College (MMC or College), a dynamic urban institution located in the heart of New York City, seeks an outstanding leader to carry forward its distinctive mission as a four-year, independent liberal arts college. The new president will succeed Dr. Judson R. Shaver, who will retire at the end of the 2014-2015 academic year following his successful tenure of 14 years. The following profile provides nominators and applicants with information about the College, its presidency, and participation in the search.

College Overview

MMC is a private, coeducational and nonsectarian liberal arts college that is located on the Upper East Side of Manhattan. It is accredited by the Middle States Commission on Higher Education, which renewed the College's accreditation in 2012.

The College is a vibrant, close-knit community where academic curiosity and creativity flourish, and where dedicated faculty mentor and encourage students to expand their perspectives and hone their skills of critical thinking and communication. MMC's mission is to educate a socially and economically diverse student body by fostering intellectual achievement and personal growth and by developing an awareness of social, political, cultural, and ethical issues. MMC offers excellent programs in the liberal arts and substantial pre-professional preparation. Its general education curriculum provides a solid grounding in discipline-based knowledge during students' first years of study and challenges them with advanced-level interdisciplinary courses in later years. Central to these efforts is the particular attention given to the individual student.

MMC's distinctive location in one of the most diverse and exciting cities in the world provides an on-campus environment of energy and enthusiasm. It also enables the College to offer its students access to outstanding externships and internships, community-service and service-learning opportunities, and the many historical and cultural resources of New York City.

MMC has approximately 1,800 full-time and part-time students who are from 48 states and 59 countries. The College offers 17 majors and 38 minors. With 89 full-time faculty members and a robust part-time faculty, MMC has a student-to-faculty ratio of 11:1; the average class size is approximately 17 students. Ninety-six percent of the faculty members hold terminal degrees.

For the 2014-2015 academic year, tuition and fees total \$27,636; room and board are \$15,000. More than 92 percent of MMC's students receive some form of financial assistance (e.g., grants, scholarships, loans and work-study). The average tuition discount rate for first-time, full-time students is expected to be 37.4 percent in 2014-2015; the overall discount rate is estimated at 27 percent.

Academic Programs

MMC offers a wide range of study options in the liberal arts and sciences, performing and visual arts, communication arts and business.

New York City is key to MMC's identity and its academic programs because of the unique opportunities available in this global capital, including the broad array of research possibilities, experiential learning venues and attractive career options. Regardless of their specific course of study, all students experience the liberal arts taught in a manner that is both contemporary and innovative. Because of MMC's New York City location and the exceptional quality of education and training offered by the College, there is great demand for the College's highly selective and nationally recognized programs in [Dance and Theatre Arts](#).

MMC offers Academic Access, a highly successful program for students with learning challenges. In order to foster a nurturing environment with specialized attention for each student, the program accepts and provides personalized assistance to a limited number of students. MMC professors actively support the program and assist its learning specialists by monitoring students' progress throughout the year.

Bedford Hills College Program

MMC's Bedford Hills College Program (BHCP) exemplifies many of the core values articulated in the College's mission statement, particularly its commitment to service. BHCP offers non-credit, college-preparatory courses, as well as credit-bearing courses leading to Associate and Bachelor of Arts degrees to those incarcerated at the Bedford Hills Correctional Facility, New York's only maximum security prison for women. Working with nearby colleges, MMC has served as the program's degree-granting institution since 1997. To date, BHCP has conferred 55 Bachelor's and 113 Associate's degrees, and has attracted the attention of major media outlets. BHCP's future is fairly secure thanks to MMC successfully raising endowment funds that are currently valued at approximately \$2.5 million to support the program.

Current Strategic Plan

In December 2013, MMC's Board approved a strategic plan for the period 2013-2017. This plan emerged from an intense, deliberative process that took into account the challenges facing the College in today's demanding environment for institutions of higher education. The plan promotes a coherent and integrated selection of academic programs, including some new programs in interdisciplinary studies, and encourages the more efficient operation of the College in a rapidly changing climate. It also seeks to

clearly define and brand the College so prospective students will be attracted to the extraordinary opportunities of studying at MMC. The plan builds on the accomplishments of the last decade and aspires to position the College as a sustainable, thriving institution. All stakeholders (faculty, students, staff, administration, alumni, and trustees) embraced the challenges of developing and implementing this plan to ensure the College's viability and continuous improvement.

Faculty

Students are guided by an outstanding cadre of faculty, all of whom consider teaching their primary commitment. Faculty members know their students by name, closely mentor and guide students throughout their years at MMC, and frequently include students in their research or invite them to participate in off-campus faculty professional activities. During MMC's 2012 reaccreditation review, the accrediting team praised the faculty for their passionate dedication to their students. A complement of excellent adjunct faculty drawn from New York City's incomparable talent pool of professionals in all disciplines adds immeasurable richness to MMC's academic programs.

The last decade has been one of enormous transformation for the College and its faculty. MMC



strengthened its academic profile by adding faculty lines, recruiting outstanding new faculty, and improving faculty salaries. The faculty also designed a new general education curriculum that was implemented in fall 2010. That same year, the College introduced a Liberal Studies Program to provide structure and specialized advisement for incoming students who had not yet decided upon a major. In fall 2011, MMC began its College Honors Program. The faculty's teaching load was reduced from eight to seven courses per year beginning in fall 2011 so they could devote more time to their scholarship and their student mentoring and advising.

Students

Many MMC students receive scholarships or competitive awards for academic merit, talent, and their extracurricular activities. These include internal awards made available by MMC, as well as funding provided by external resources. For example, MMC students have benefited as Boren scholars, Watson fellows, and Fulbright recipients.

Outside the classroom, students have ample opportunities for involvement and leadership on campus. There are about 40 student-run clubs and organizations funded by the Student Government Association, including the Mock Trial, PreMed, and Psychology Clubs; the Black and Latino Students Association; International Student Society; and Nuts and Bolts comedy troupe, to name a few. The Student Government Association, which is the main governing body for student concerns and representation, is comprised of an Executive Board, Student Senate and Divisional Representatives. The Campus Activities Board, which is also run by students, organizes many events for fun and enrichment both on and off campus, including outdoor festivals and free tickets to Broadway shows. There are many opportunities for students to attend on-campus lectures, theatre productions, and art exhibits that are presented by accomplished students or by notable guest speakers, artists, or performers.



Staff and Administration

MMC employs more than 175 full-time and part-time talented staff members who are committed to serving the College in a professional manner and furthering its mission. The College offers its employees a range of activities geared toward their professional development, wellness, and financial self-improvement. MMC also recognizes the dedication of its faculty and staff by honoring members who have been with the College more than ten years during its annual Charter Day celebration.

Under the president's leadership, MMC officers oversee the College's respective administrative divisions: executive vice president for administration and finance; vice president for academic affairs and dean of the faculty; vice president for student affairs and dean of students; and vice president for institutional advancement.

Alumni

MMC has approximately 14,000 alumni, many of whom have gained national and prominent distinction in a wide range of fields. For example, the College's alumni include a female candidate from a major political party for Vice President of the United States, an Academy Award winner, an internationally recognized fashion designer, a Tony nominee, and the founder of a nonprofit organization concerned with human trafficking, as well as a Princess of Denmark. Having benefited from their years at MMC in its small-classroom environment and individualized instruction, many MMC graduates have also chosen to pursue academic careers. College alumni have become educators, psychologists, scientists, physicians, lawyers, bankers, religious leaders, writers, actors, politicians, civil servants, and not-for-profit leaders.

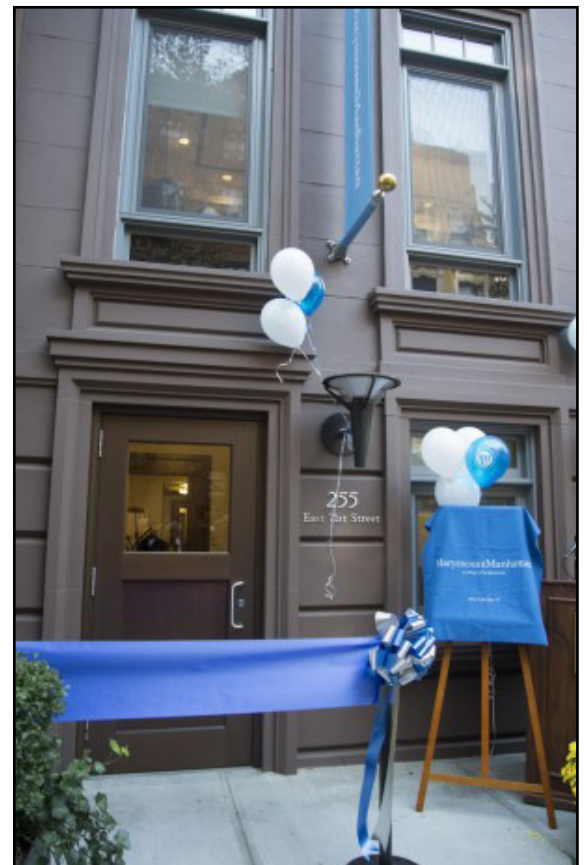
MMC alumni stay connected to their alma mater in many ways. They work with and mentor current students, assist with internship and career opportunities, participate in MMC events, and serve as College ambassadors. Their financial support is also an important component of their connection to the College. Many alumni acknowledge that the College has had a transformative influence in their lives, and MMC continues to work to increase the engagement of alumni in the College and to increase its donor base.

MMC Campus

MMC's Main Building is located at 221 East 71st Street between Second and Third Avenues on Manhattan's Upper East Side. This eight-story building houses the Hewitt Gallery of Art; the J. William Bordeau Box Theatre (a 50-seat studio theatre); classrooms and science labs; art, theatre and dance studios, including the Great Hall (one of the largest dance studios in New York City); and the administrative offices for the President, Academic Affairs, Student Affairs, Institutional Advancement, and Administration and Finance. MMC's campus also includes five stories in the adjacent Nugent Building, which houses the following: the Center for Student Services; the Theresa Lang Theatre (a professionally equipped 250-seat proscenium theatre); the Nugent Lounge with a Starbucks café; the Thomas J. Shanahan Library; the Theresa Lang Center for Producing (which includes a sound studio, editing suites and computers, as well as equipment for producing digital media for Communication Arts); the Center for Academic Advancement; additional classrooms; and more dance and theatre studios. For a quick tour of the College campus and the programs offered, [click on this link](#).

MMC recently made significant improvements to its physical plant to support the College's academic mission and to increase and enhance the spaces devoted to students. These improvements included the construction of the Lowerre Family Terrace in 2008, which created a new, large space for everyone to congregate and enjoy the outdoors on an otherwise indoor campus. In 2009, the College created The Commons, an indoor meeting place in the Main Building adjacent to the Terrace. It also completely renovated the food services area that connects to The Commons. A few doors down the block from the Main Building, MMC recently purchased and completely renovated a townhouse to create the Faculty Center. The Faculty Center, pictured on the right, opened in fall 2013 and now houses faculty in the humanities and social sciences.

The 55th Street Residence, 16 blocks south of the 71st Street campus, is MMC's apartment-style residence for



students (pictured on the right). In 2010, MMC opened the Dow Zanghi Health Center at the 55th Street Residence to meet students' medical needs. MMC currently leases housing for students at the 1760 Residence on Third Avenue. MMC accommodates 650 students in these two residence halls. In 2015, the College will open a new leased residence hall in Cooper Square in the East Village, increasing the number of beds to 783.

In addition, the College leases studio spaces for daily classes in Dance and Theatre Arts at the Martha Graham Center for Contemporary Dance on East 63rd Street, the Manhattan Movement & Arts Center on West 60th Street, and the DANY Studios on West 38th Street.

Finances and Fundraising

None of these developments would be possible without concurrent improvements in MMC's finances and recent fundraising successes. In November 2009, the College earned an investment grade bond rating from Moody's, which enabled it to refund \$50 million in revenue bonds issued in 1999 to finance the 55th Street Residence and to issue new municipal bonds at a lower interest rate.

In 2010, MMC completed *This is the Day*, the most ambitious fundraising campaign in its history. The campaign exceeded its \$25 million goal by raising \$37 million over five years in cash and pledges. It supported three broad initiatives: increasing student access through expanded financial aid resources; enhancing the learning environment by strategic improvements to MMC's facilities; and advancing academic excellence through the creation of fixed-term academic chairs.

MMC has an annual operating budget of approximately \$48 million; its endowment is approximately \$20 million. MMC participates in federal and state financial aid programs. The recent Middle States Accreditation Team commended the College for conservative budgeting and rigorous fiscal management.

History

In 2011-2012, MMC celebrated the 75th anniversary of its founding. Established in 1936 by the Religious of the Sacred Heart of Mary (RSHM), MMC began as a two-year women's college and a New York City extension of Marymount College in Tarrytown, New York. MMC moved to East 71st Street in 1948, became a four-year bachelor degree-granting college, and graduated its first class in 1950. In 1961, MMC was granted an absolute charter as an independent, private four-year college by the Board of Regents of the University of the State of New York.



Board of Trustees

Currently, 18 outstanding individuals serve on the Board of Trustees, which historically has included several alumni and three members from the RSHM. **Board members** are eligible to serve three three-year terms. The full Board meets four times during the academic year. Its nine standing committees also meet four times a year, with the exception of the Audit and Compensation Committees which meet three times and once a year, respectively.

Challenges and Opportunities for the New President

MMC has engaged Academic Search, Inc. to assist the College in the search for its next president. During the search's preliminary phase, two search consultants spent three days on campus to identify the primary opportunities and challenges for which the next president will provide leadership. The consultants met with all major constituents of the College: faculty, administrators, alumni, RSHM representatives, students, support staff, and trustees. The profile that evolved will help nominators and prospective candidates understand the institution and the desired characteristics sought in the next president.

Sustaining the Community

All MMC constituencies will look to the new president's presence and manner to sustain the distinctive sense of community that the College has long valued. The new leader's skills must include abilities to engage the campus through effective dialogue, to listen with care, and to respond to campus issues with timeliness and transparency. Presidential decision making will best be exercised as the value of the College's human resources are understood, honored, and maximized. To the extent that the president can delegate effectively by mentoring and empowering other senior administrators with similar attributes, the leadership team as a whole will continue to strengthen MMC's sense of community. The next president will focus on expanding the reputation of MMC and engaging the greater community in the work of the school. In addition, the next president should foster collegiality, set high standards, and continue to advance the student-centered ambience of MMC.

MMC is an inclusive community. Inherent in its mission is the commitment to diversity among the College's students, faculty, administration and staff. While MMC has always welcomed both gender and ethnic diversity and began as a women's college, it is now challenged to further diversify all its constituents to better reflect its location and the global world to which it will send its graduates.



Defining the Academic Program

MMC needs to ensure its continuing vitality and excellence. To continue to flourish, it must recognize, indeed celebrate, its existence as a unique educational institution especially noted for its interrelated programs in three areas: the performing and visual arts, media arts, and the liberal arts and sciences. New leadership has an opportunity to build on existing strengths and to create a preeminent educational profile that further distinguishes MMC among private liberal arts colleges. The

new president will be encouraged to pursue creative solutions to the challenges facing higher education, such as developing academic technology that improves pedagogy and learning outcomes in affordable ways.

Enrollment Management

Major issues facing the College are student enrollment and retention. Although MMC experienced robust growth in the last two decades, a downturn in the last few years resulted in some necessary reductions in budget and personnel. The College has quickly addressed the causes and results of this downturn and set itself on a course to reverse the trend. Projections for new enrollments and returning students in fall 2014 are trending positively. Currently, there is greater and more focused attention, as well as more targeted outreach both locally and nationally, to attract future classes of students who aspire to a wider variety of majors. For example, the College has targeted local New York students as a prime population for additional growth. Given the College's location and its strengths in the performing and visual arts, MMC is uniquely attractive to students nationwide who seek to compete for placement in such programs. Faculty members are also developing new interdisciplinary foci to assist with recruitment and retention. The new president will want to continue monitoring all recruitment strategies so that the upward trend continues.

Maintaining Financial Equilibrium

MMC operates with a balanced budget and has expanded incrementally while operating within its means. The College offers a superior educational program with relatively fewer financial resources than

many private colleges. With the new economic realities that affect all of higher education, MMC's president will need fiscal acumen that enables strong financial stewardship. As aspirations are weighed against resources, the president will be asked to: oversee the development of reliable operating budgets and effective management of the endowment; consider creative academic business models; and evaluate appropriate limits for the fee structures and financial aid that the next generation of students and families will encounter. While MMC has strong trustee and administrative support in these areas, the president must be both comfortable and conversant with fiscal responsibility.

Enhancing the Philanthropic Culture

MMC has a modest endowment that does not match its goals. While *This is the Day* generated great energy and enabled significant improvements, the new leader must focus on endowment growth to enhance the overall strength of the institution. There is widespread consensus throughout the College about the need to continue growing MMC's resource base and to ask the president to serve successfully as chief fundraiser. Whether nurturing the prospects for major and planned gifts, encouraging greater participation in the annual fund, or initiating the next capital campaign, the president will be asked to have a direct impact on fundraising and to expand MMC's philanthropic culture. Opportunities for the next president include engaging external constituencies, particularly those in New York City, to support the College; setting development expectations; and establishing priorities on which future fundraising will be based.

Building Infrastructure

Space limitations are major and complex concerns for the College, particularly given MMC's location in Manhattan. Adequate dance, theatre, and art studio spaces along with sufficient classroom spaces continue to be challenges. Continued expansion also requires attention to the physical plant, providing services for students, and offering support to the faculty. Incorporating technologies to support both teaching and administrative activities is essential, along with continued support for excellent library holdings and facilities.

Engagement with the Board

MMC benefits from strong and engaged trustees who are knowledgeable about the responsibilities of trusteeship and fully prepared to engage with the president to ensure the College's success. It will be important for the new president and the trustees to work closely together to sustain further growth and development of the Board.

Presidential Profile

The next president will have the privilege and challenge of building upon the strong base established under Dr. Shaver's leadership over the past 14 years. In addition to having significant and successful leadership experience at the senior levels of administration, there is a strong preference for candidates to hold a terminal degree. The next president must be a person of impeccable integrity, high energy, and good humor. The next president should also have exceptional public speaking and communication skills, possess financial acumen, and embrace a deeply collaborative approach for governance of the institution.

The successful candidate will possess demonstrated leadership skills and the ability to:

- be an inspirational advocate for the value of the liberal arts as major fields of study and as a strong undergirding to other programs in the performing, visual and media arts;
- serve as the intellectual leader of the campus and demonstrate decision making that is reflective, data-supported, mission-driven, consultative, and firm;
- build a diverse and inclusive academic community, including students, faculty, staff, and administration;
- enhance and strengthen the course of action laid out in the current strategic plan that will enable MMC to flourish in the coming years;
- value and support an academic community focused on the development of the whole person through the curriculum, co-curriculum and residential life;
- work effectively with faculty and faculty governance;
- be the face of the institution to the external community, and demonstrate skills in community relations and public speaking;
- work both internally and externally to enhance a culture of philanthropy and actual fundraising success;
- have experience with and knowledge of budgets and budget oversight, including collaboratively setting budget priorities;
- exhibit knowledge of and fluency with enrollment management issues with a vision for sustaining and building a strong and diversified undergraduate student body;
- understand and communicate the broader issues driving the national higher education agenda, including global issues;
- be knowledgeable about emerging curricular trends in postsecondary education and supportive of academic innovation;
- engage actively in the daily life of the institution, encouraging the involvement of faculty, staff, students, and alumni in the collective work of the College;
- work effectively with the Board of Trustees to ensure MMC's overall success; and
- demonstrate knowledge and respect for MMC's origins, particularly the RSHM values which enabled the College to become the outstanding institution it is today.

Application Procedures

Board member Anne C. Flannery chairs the 11-member Presidential Search Committee, which will begin to review applications in mid-August 2014. The Search Committee expects to conduct neutral-site interviews in October, plans to invite finalists to campus in November, and hopes to conclude an appointment by December. The successful candidate will assume office during the summer of 2015; some flexibility on the start date is possible.

To apply, candidates should send the following required materials as an e-mail attachment in Microsoft Word to mmcpres@academic-search.com. These materials should include a reflective letter of interest addressed to Ms. Flannery that discusses how the candidate meets the desired presidential characteristics and his/her background in relation to the challenges and opportunities described above. Applicants should also submit a current resume and the names and current phone numbers of at least five professional references (they will be called at a later, semi-final stage with the advance consent of the candidate). Letters of nomination are welcome but not required. For full consideration, applications should be received by Monday, August 18, 2014. By MMC policy and Search Committee affirmation, information from and about all candidates will be kept in strict confidence.

MMC is assisted by Ms. Maya Kirkhope and Dr. Jacqueline Doud of Academic Search, Inc. in Washington, DC. Maya can be contacted at mrk@academic-search.com and (703) 380-9195, and Jacqueline may be contacted at jpd@academic-search.com and (310) 597-9042. Please visit MMC's website at www.mmm.edu for more information.

Women and people of diverse racial, ethnic, cultural backgrounds and persons with disabilities are encouraged to apply. MMC is an Affirmative Action/Equal Opportunity Employer.

