

MERCY COLLEGE

PRESIDENT

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DOBBS FERRY



MANHATTAN



BRONX



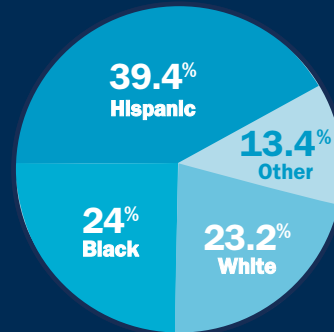
MERCY COLLEGE

PRESIDENTIAL SEARCH

Mercy College invites nominations and applications for its 13th President and successor to Tim Hall. The College seeks a strategic leader who will wholeheartedly embrace the institution's mission and history while continuing the College's innovative and entrepreneurial spirit. The next President will have the opportunity to continue a shared strategic vision, expand the College's resource base while sustaining its strong financial position, enhance fundraising efforts geared towards expanding the College's support of students, and be a visible and engaged member of the Mercy community. The next President will be the chief advocate for the College and an accomplished relationship builder internally and externally to support growth and change at Mercy and enhance the brand and visibility of the College.

ABOUT THE COLLEGE

Mercy College is a thriving independent, coeducational, comprehensive, and student-centered institution with multiple campuses and a substantial online learning community. Mercy College is driven by its mission to provide motivated students the opportunity to transform their lives through higher education by offering liberal arts and professional programs in personalized and high-quality learning environments, thus preparing students to embark on rewarding careers, to continue learning throughout their lives, and to act ethically and responsibly in a changing world. Many Mercy College students come from non-traditional backgrounds and are often the first or second generation in their families to earn a college degree. Mercy College is recognized by the United States Department of Education as a Minority Serving Institution (MSI) based on its Hispanic Serving Institution (HSI) status of Hispanic student enrollment of more than 25%. Mercy College is the region's largest private, non-profit minority-serving institution in the region, with a Hispanic student enrollment of 39.4%, a Black student enrollment of 24%, and a White student enrollment of 23.2%.



Mercy's affordable tuition rates, its nationally recognized advising program, the College's laser focus on student success, and its academically rigorous programs in fields ranging from Business to Nursing make Mercy a regional leader in preparing the next generation of professionals, citizens, and scholars. Our Mercy Success Toolkit is a series of evidence-based, scalable practices envisioned to improve student success. Due to a campus-wide commitment to student success, equity gaps at Mercy College have significantly narrowed over the last 10 years. The College aspires to build the initiatives and programs that can position itself as a leader in equity, diversity, and inclusion in higher education. The College has over 9,500 students studying in over 100 undergraduate and graduate programs taught by Fulbright scholars, published authors, and national experts in their fields. Approximately 7% of our students participate in our residential life program at either the Dobbs Ferry or Manhattan Campuses.





Mercy College has three campuses in the New York metropolitan area. The College's main campus encompasses 66 acres alongside the picturesque Hudson River in Dobbs Ferry, a suburb 20 miles north of New York City in Westchester County. The campus features eight programmatic and residential buildings, along with athletic facilities, an artificial turf field, an indoor gym, a fitness center, and outdoor recreational courts. The library at the main campus serves as the resource and informal gathering hub. Recently renovated academic facilities provide state-of-the-art teaching technology to facilitate in-person and hybrid instruction, as well as specialty spaces for hands-on learning including health professions simulations labs, a music recording studio, a business school trading room, and cybersecurity labs.



Centrally located in the Hutchinson Metro Center, the Bronx Campus occupies 125,000 square feet in a rapidly developing complex of corporate and health care organizations and businesses in the East Bronx. This space provides state-of-the-art facilities that support engagement between students and faculty members and provide hands-on learning opportunities. In fall 2019, Mercy expanded and renovated its Manhattan Campus in the heart of Herald Square, creating innovative learning environments, expanded academic offerings, and a new 130-bed dormitory. The high-tech space provides resources that prepare students for careers in emerging fields.



In collaboration with Hudson Link for Higher Education in Prison, Mercy College offers associate's and bachelor's degrees to incarcerated men at the Sing Sing Correctional Facility in Ossining, New York. The program has enabled students to make a positive impact on their own lives, their families, and communities, resulting in lower rates of recidivism and higher rates of employment, community regeneration, cohesiveness, and reciprocity. Through Mercy's partnership with Hudson Link, more than 300 graduates have earned their Bachelor of Science in Behavioral Science degrees or their Associate of Science in Liberal Arts degrees.



Mercy College has benefitted from strong financial stewardship and management and has a healthy financial outlook. Its 'A' credit rating was reaffirmed by Standard & Poor's Rating Services (S&P) for higher education in February 2021; it has maintained this rating since it was first achieved in 2012.

HISTORY AND DEVELOPMENT



Founded by the Sisters of Mercy in 1950, Mercy College became a four-year college offering programs leading to the baccalaureate degree in 1961. The College was accredited by the Middle States Association's Commission on Higher Education in 1968. While the College continues the values of its founders, it is now a secular institution. Mercy College has been a non-denominational institution since 1961.

By the 1970s, Mercy College became an independent and coeducational institution.

It doubled the size of the existing physical plant and initiated the first of many community outreach efforts through the establishment of extension centers and branch campuses throughout communities in Westchester County and New York City. This expansion enhanced the College's reach to the traditional college market and positioned the College on the leading edge of higher education for those who were the first generation in their families to seek college degrees and the adult student market.

Mercy College was authorized to offer its first graduate program (in nursing) in 1981. Since then, 30 diverse graduate programs have been introduced, and in 2006, the College was granted authorization to offer its first doctoral program (in physical therapy). Mercy College has become one of the regional leaders in the preparation of health care professions. The College expanded its offerings to include online programs in the 1990s and was soon granted the ability to offer entire degree programs online. Thousands of Mercy College students take one or all of their courses online through the more than 40 undergraduate and graduate programs offered.

In 2019, Mercy College entered into an agreement to teach-out the students at a local college that was closing its doors due to financial difficulties. That fall, Mercy welcomed over 1,700 students from the College of New Rochelle (CNR), including over 1200 students in various nursing programs. Mercy is also committed to continuing the CNR legacy for over 56,000 alumni and to serve as a custodian of all students' academic records.



MISSION

Mercy College is committed to providing motivated students the opportunity to transform their lives through higher education by offering liberal arts and professional programs in personalized and high-quality learning environments, thus preparing students to embark on rewarding careers, to continue learning throughout their lives, and to act ethically and responsibly in a changing world. Mercy College believes that no matter where students are from, or what they look like, they deserve access to an education. It is that mission that drives the College in everything it does. For Mercy, being “Open to Whoever You Are” is not just a tagline, it is a way of life.

The Board of Trustees and the Mercy College community have continued to live and endorse the mission on a regular basis. A key measure of success for the next President will be to ensure that Mercy College lives up to this mission and continue to meet students where they are to support their academic achievement.



STRATEGIC PLANNING

The Mercy College 2025 Strategic Plan focuses on four goals:

- Teaching and Learning
- Student Success
- Affordability and Financial Health
- College Community

Each goal has related objectives rooted in the College's mission.

GOVERNANCE

The College is governed by the Board of Trustees led by a Chairman, Vice-Chair, and up to 28 additional Trustees who serve the College through their work on committees, supporting events and initiatives, and by providing expertise, guidance, and support. The president serves as an ex officio member of the Board.

ACCREDITATION

Mercy College is accredited by the Middle States Commission on Higher Education, which reaffirmed the College's accreditation in 2015; the next Self-Study Evaluation is in 2023-2024. The College holds professional accreditations with:

- [Accreditation Council for Occupational Therapy Education \(ACOTE\) of the American Occupational Therapy Association \(AOTA\)](#)
- [Accreditation Review Commission on Education for the Physician Assistant \(ARC-PA\)](#)
- [Commission on Accreditation of Allied Health Education Programs \(CAAHEP\) and the National Strength and Conditioning Association \(NSCA\)](#)
- [Commission on Accreditation in Physical Therapy Education \(CAPTE\) of the American Physical Therapy Association \(APTA\)](#)
- [Commission on Accreditation \(COA\) of the Council on Social Work Education \(CSWE\)](#)
- [Commission on Collegiate Nursing Education \(CCNE\) of the American Association of Colleges of Nursing \(AACN\)](#)
- [Committee on Veterinary Technician Education and Activities \(CVTEA\) of the American Veterinary Medical Association \(AVMA\)](#)
- [Council for the Accreditation of Educator Preparation \(CAEP\)](#)
- [Council on Academic Accreditation in Audiology and Speech-Language Pathology \(CAA\) of the American Speech-Language-Hearing Association \(ASHA\)](#)
- [Middle States Commission on Higher Education \(MSCHE\)](#)
- [National Accreditation Agency for Clinical Laboratory Science \(NAACLS\)](#)
- [National Association of School Psychologists \(NASP\)](#)

FINANCES AND ADVANCEMENT

The operating budget, including net tuition and fees, is approximately \$170 million. The College endowment currently stands at approximately \$320 million. The Advancement team focuses primarily on planned giving, special events, corporate and foundation grants, the annual fund, and alumni engagement. There are 73,000 Mercy alumni of record located across the globe. In addition, Mercy College recognizes the importance of preserving the legacy of The College of New Rochelle's over 56,000 alumni and is actively working to keep CNR traditions alive. Mercy's next President will be charged with maintaining the College's strong financial position while sustaining growth. Identifying new revenue streams for the College will be important while enhancing fundraising efforts. The President will also have the opportunity to optimize the College's endowment to continue supporting College operations, student scholarships, and strategic planning efforts.

STUDENT ENGAGEMENT AND CAMPUS LIFE

Mercy College offers a robust campus life experience for both its commuter and residential populations. Students participate in over 60 student clubs, including Mercy's award-winning student paper, The Impact, and 16 honor societies. Faculty and staff are entrenched in the College's culture of providing students with transformative experiences in and out of the classroom, especially during Campus Life traditions led by our student leaders such as the Founders' Festival, Thanksgiving Dinner, Caribbean Student Association Fashion Show, Black Student Union Talent Show, and Mavies Award Ceremony. The College's Student Government Association is a highly dedicated group of students who advance the general welfare of the institution by fostering collaboration and meaningful dialog between students, faculty, and administration.





Mercy College sponsors intercollegiate athletic competition in 10 varsity sports at the Division II level. The College is a member of the National Collegiate Athletic Association (NCAA) and the East Coast Conference (ECC). Varsity men's programs include baseball, basketball, lacrosse, and soccer. Women's athletic teams compete in basketball, field hockey, lacrosse, soccer, softball, and volleyball. Mercy's athletic teams enjoyed a lot of success throughout the 2021-2022 seasons, including a national runner-up in Men's Lacrosse. A president who can appreciate the role collegiate athletics play at an institution like Mercy and who wants to be a visible supporter of Mercy's athletic teams and student organizations will be important for this role.



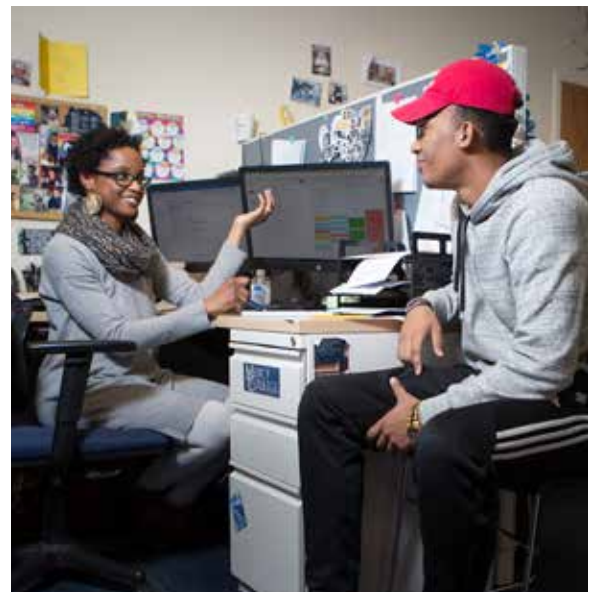
National Collegiate
Athletic Association (NCAA)



East Coast
Conference (ECC)

The PACT Program

The PACT (Personalized Achievement Contract) Program is a nationally recognized program that provides proactive advising where professional mentors intentionally engage students in the areas of academic advising and academic interventions, major to career exploration, financial literacy, and student engagement. The PACT program has been extraordinarily effective in helping retain students, and since it began the retention rate for first-time freshmen has increased by over 15 percentage points, and first-time undergraduate transfer retention has averaged over 80%. The PACT program provides students with a true one-stop-shop advising experience, which is particularly helpful when assisting the population of students that Mercy serves. The success of the PACT program provides an important opportunity for collaborations with the next President to further Mercy's focus on inclusive student success.



In addition to the PACT mentor program, students have access to a robust suite of student support services at each campus, including career hubs, accessibility services, health office, mental health counseling, and tutoring. The Mav Market food pantry serves over 1,240 student members across our Bronx, Dobbs Ferry, and Manhattan campus locations. Since its inception in 2017, it has provided over 20,000 meals to members and their families through the donations and service of community volunteers.

The College continues to carry on a long tradition of service initiatives that celebrate and promote community service and engagement through international medical missions to Ecuador and Mali, clean-up and recycling projects, reading clinics, and crop harvesting for local food pantries. Students partner with a variety of organizations including the American Cancer Society, Big Brothers Big Sisters, the Hearing Loss Association of America, Volunteer Center of the United Way, American Diabetes Association, The Lustgarten Foundation, St. Jude's Foundation, Sickle Cell Disease Association of America, PolioPlus Fund IRB Volunteer Income Tax Assistance, and Rotary International, along with many other local organizations.

COLLEGE DISTINCTIONS

Mercy College has emerged as a leader in higher education. Mercy consistently ranks as a top school—in the nation and New York State—for affordability, online excellence, and the quality of student and academic programs. The College is nationally recognized for providing innovative programs that help students achieve success.



Mercy College PACT program recognized as 2020 Finalist for Examples of Excelencia by Excelencia in Education



Mercy College is recognized in three categories by U.S. News & World Report's Best College Rankings 2020. The College is included in the Best Regional Universities North group for Social Mobility, Ethnic Diversity, and Best Regional University



Mercy College is recognized by The Wall Street Journal/ Times Higher Education (THE) College Rankings 2020.



Mercy is recognized by the U.S. Department of Education as a Hispanic Serving Institution, which is defined as having an enrollment of full-time undergraduates that is at least 25 percent Hispanic students. Only 10 percent of colleges and universities meet this designation. Hispanic Outlook in Higher Education named Mercy a top-100 school for undergraduate and graduate students.



Mercy was recognized as a 2021 Top Veteran-Friendly School by U.S. Veteran's Magazine and as a Best for Vets 2021 College by Military Times.



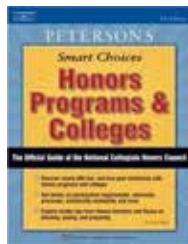
Professional Woman's Magazine as a 2021 Best of the Best Colleges and Universities



In 2019, 2020 and 2022 Mercy College was recognized as Westchester Magazine's Best College.



Mercy College is recognized in six categories by U.S. News & World Report's Best College Rankings 2021 (Best Online Bachelor's Programs, Best Online MBA Programs, Best Online Master's Business Programs (Non-MBA, Best Online Master's Education Programs, Best Online Master's Nursing Programs, Best Colleges: Regional Universities and Social Mobility)) Mercy was awarded the 2017 EAB Connected Technology Pioneer Award.



Mercy offers a prestigious Honors Program for high-achieving students. One of the first in New York State and named a "smart choice" by Peterson's Honors Programs and Colleges Guide, it offers unique preparation for talented students through exceptional academic challenges, an enriched learning experience, and engaging co-curricular activities



Recognized on Diversity Magazine's Top 100 List for conferring bachelor's and master's degrees to African American and Hispanic students



Hispanic Outlook in Higher Education named Mercy College a top-100 school for undergraduate and graduate students.



Designated as a National Center of Academic Excellence in Information Assurance Education by the National Security Agency and the Department of Homeland Security

- Mercy College received the largest amount of federal grant dollars among private Minority-serving institutions and Hispanic-serving institutions in the New York City region. The College received \$44.6 million for all new and continuing grants in FY21.
- Mercy College has been continuously recognized since 1969 by NYS as part of the w (HEOP), which annually supports 175 academically and financially disadvantaged undergraduate students with approximately \$1.6 million of scholarships and intensive academic support services and counseling.

FACULTY AND STAFF

The experienced and highly qualified faculty is comprised of approximately 235 full-time members, 35% of whom are tenured or on the tenure track. In addition, over 830 part-time faculty members provide a high level of expertise and professionalism. The faculty includes Fulbright Scholars, published authors, and national authorities who are dedicated to excellence in teaching. As experts and national and international leaders in their fields, they bring timely, relevant, real-world experience into the classroom, blending theory with practice. The College's more than 450 staff members are distinguished by their dedication and loyalty to the institution's mission and students.

ACADEMICS



THE SCHOOL OF BUSINESS

The School of Business provides students the opportunity to be mentored by faculty who have gained real-world experience. Classes are taught by former executives, CEOs, CFOs, CPAs, and entrepreneurs — industry leaders from Wall Street to Main Street — who bring their extraordinary professional experience into the classroom. Students learn through hands-on experiences allowing them to work on real projects, for real clients. Students study investment strategies in an actual trading room that replicates Wall Street with Bloomberg terminals and a stock ticker. Students have the opportunity to become Bloomberg and Excel certified as part of their program. Networking opportunities are abundant and aid undergraduate and graduate students in standing out when seeking employment.



THE SCHOOL OF EDUCATION

The School of Education prepares students to become teachers or school leaders, ready to meet today's education challenges. The School offers master's degrees, certification in chosen areas, advanced certificates, and teaching experience while working with an outstanding faculty in Mercy College programs, all of which are nationally recognized. There are multiple programs available in the departments of Childhood Education, Secondary Education, Multilingual and Literacy Education, Educational Leadership, and Special Education. The School offers innovative, flexible, and accessible programs of study, including providing courses at multiple campuses and online. The School is the first institution in the United States to be awarded initial national accreditation by the National Council for the Accreditation of Teacher Education (NCATE) and its successor organization, the Council for the Accreditation of Educator Professionals (CAEP).



THE SCHOOL OF HEALTH & NATURAL SCIENCES

The School of Health & Natural Sciences is dedicated to providing premier health and natural science undergraduate, second-degree nursing, and graduate educational programs to equip students with the intellectual, technical, and professional competencies they need to excel and advance as science specialists, health care providers, health promotion experts, and science/health educators. More than just focusing on personal careers, the School's goal is to prepare students to use their knowledge and abilities in the health and natural sciences to be compassionate and caring health care providers. The School of Health and Natural Sciences houses interdisciplinary programs in the health professions along with Mercy's strong Nursing program. With the incredible demand for nurses and health care professionals across the country, the President will have the opportunity to further strengthen these programs, support new certificate-based programs, and further opportunities to engage in community health initiatives.



THE SCHOOL OF LIBERAL ARTS

The School of Liberal Arts provides the cornerstone of a rigorous college education. Students are prepared with the skills that will last a lifetime. Problem-solving, critical thinking, effective communication, creative expression, and mathematical and computer literacy are the skills that employers are seeking now more than ever, particularly for jobs that do not yet exist in our world of rapidly changing technologies. The values of liberal learning lie in higher-order learning which is essential for real-world problem-solving. The school also offers a number of professional programs in diverse fields such as Journalism, Cybersecurity, and Computer Arts & Design.



THE SCHOOL OF SOCIAL & BEHAVIORAL SCIENCES

The School of Social & Behavioral Sciences is an interdisciplinary school consisting of programs in behavioral science, criminal justice, international relations and diplomacy, legal studies, mental health counseling, marriage and family therapy, psychology, school counseling, school psychology, sociology, and social work. The School offers programs at both the undergraduate and graduate levels and has an approximate enrollment of 3,000 students. With access to faculty who are scholars and/or accomplished practitioners in their field, students are prepared to become future leaders and make a difference in their communities and the wider global environment. Within the School, there are opportunities for students to enhance their education in a variety of ways. For example, students have the opportunity to participate in the Model UN, receive mediation training through the Institute for Mediation and Conflict Resolution, and receive training as a Credentialed Alcoholism and Substance Abuse Counselor (CASAC). In addition, the School offers the Bachelor of Science in Behavioral Science at the Sing Sing Correctional Facility.



DIVISION OF WORKFORCE CREDENTIALING AND COMMUNITY IMPACT

In November 2021 Mercy College embarked on a new initiative to provide skill-based credentials to meet the needs of employers (seeking to fill new positions and retain staff through upskilling) as well as the broad market of job seekers and career changers aiming to benefit from shorter-term training programs and credentials. These certifications are intended to stand on their own, demonstrating competency in high-demand skill areas, while also creating new pathways to higher education degrees at both the undergraduate and graduate levels. In the face of rapidly evolving work environments and ever-changing technologies, Mercy is working to meet the demand for skill-based credentials in greater New York. In January 2022 the division launched CERTiFi by Mercy College with our first program offering in various areas related to the Cannabis industry in the New York area. CERTiFi plans to offer workforce-related credentials in a variety of programmatic areas, reflecting the broad range of economic opportunities in the region. Training will run the gamut from patient-facing service credentials and administrative skills in the health care arena to financial services, computer coding, cybersecurity, childcare, investigatory skills, and more. The educational opportunities we are launching through CERTiFi are designed to offer lower-cost, high-impact credentialing as part of a culture of continuous learning and social mobility for all.

CAMPUSES

DOBBS FERRY



The Dobbs Ferry Campus overlooks the scenic Hudson River and is home to many of our academic programs, NCAA Division II Athletics, residential life, clubs, and activities. The campus offers state-of-the-art facilities including Clinical Health and Simulation Labs, design & animation studios, music and recording studios, and a 5,000-square-foot fitness center. The Dobbs Ferry Campus is home to ten NCAA Division II Athletic teams with facilities such as the newly renovated Victory Hall gymnasium, Hudson Hall fitness center, multi-use fields, and tennis courts.

BRONX



The Bronx Campus of Mercy College is located in the Hutchinson Metro Center and offers quality education in the heart of the Bronx. The Campus offers many popular degree concentrations that will prepare students for careers in the health, business, information technology, and social work areas. There are many student life clubs and activities hosted at the Bronx Campus. The campus was also home to Mercy's first Veterans Lounge which boasts televisions and video game consoles. There are also nearby restaurants, stores, and social areas for students.

MANHATTAN



Located in Herald Square, Mercy's Manhattan Campus offers an especially unique college experience. It provides motivated students with an affordable top-tier education to pursue their goals and transform their lives. Being in the heart of Manhattan offers students easy access to Metro areas, high-tech spaces and facilities, and access to one of the cultural centers of the world. The Manhattan Campus is also home to Dorm 34, which offers three types of residential living opportunities for students.

OPPORTUNITY

The President is the Chief Executive Officer of the College, reporting directly to the Board of Trustees. The President provides empowering leadership and direction for the management of all external and internal affairs of the College in keeping with its transformative mission and focus on students. This includes the direct supervision of the College's leadership team and oversight of the institutional budget, endowment, development, and the College's highly dedicated faculty and staff.



AGENDA FOR LEADERSHIP

A Vision for the Future:

Mercy College has experienced positive growth and momentum and is ready for a strong vision that will align with the College's entrepreneurial and agile nature while sustaining its commitment to quality learning, accessibility, affordability, and student success. The next President will be well-versed in national trends surrounding higher education, especially in the post-pandemic landscape. There are opportunities to further diversify revenue streams; continue to develop strong strategies geared toward student enrollment and retention; support the development of new programs; and develop key relationships with industrial and corporate partners, regional organizations, and alumni of the College. There will be ample opportunities for a forward-looking leader to work collaboratively with the entire Mercy Community in developing a strong and shared vision for the College.

The next President's vision should also include positioning Mercy College to be a national leader in the next era of higher education. One of the unique qualities of Mercy College is that it is a large and complex private institution serving a population that is indicative of the purpose and mission of higher education as a whole. Very few private institutions can celebrate and support the amazing diversity of the Mercy student body and the College's commitment to an affordable and quality education without sacrificing its core mission around student success. Mercy's next President should fully embrace these unique qualities of the institution and its mission and develop a vision for how Mercy College can emerge as a leading force in student success and transformative education.

Supporting the Mission:

The College's mission is to provide transformative, accessible, and high-quality education through its focus on experiential education and community partnerships. The next President will need to embrace this mission while having a demonstrated understanding of how to provide these opportunities to a highly diverse student body at a highly complex multi-campus College in an urban environment. There is an amazing opportunity to continue expanding Mercy's mission throughout the region, in New York City, and internationally. The President will work with the College's leadership team, the academic deans, and its highly dedicated faculty and staff to develop on-ground and online programs that will be in high demand to students and employers, ensure that Mercy College remains a safe and inclusive learning and working environment, and broaden already successful student support strategies across the College. The President should also demonstrate a strong commitment to providing the most successful student experience to diverse, traditionally underserved, and first-generation populations at Mercy College.

Development of New Revenue Streams:

As higher education continues to evolve, developing diversifying revenue streams will become more important. The next President should be an entrepreneurial leader and a creative thinker to assess the current needs of Mercy College and lead efforts to bring in new sources of revenue to support a growing institution. Key to these efforts will require a strong relationships builder to develop essential partnerships with industries and organizations that could support the development of new programs and provide new revenues for the College. There are opportunities to strengthen and develop programs that will be in demand for students and industry partners, especially online and at the graduate level. Key opportunities for new program development to meet growing national demand are in the areas of nursing, health professions, psychology and mental health counseling, and business. The president should also be able to empower a very strong leadership team to identify solutions to resource challenges at an urban, multi-campus institution. Additional resources will also support enhanced success in key student success areas. The President should ensure that there are ample advisors and counselors to ensure students can complete their degrees efficiently and that student mental health challenges can be adequately supported. These new revenue streams will help the next President maintain the College's financial strength while providing sustainability in the future.

A Focus on Student Success:

The President should have an understanding of national trends regarding enrollment and retention of a diverse range of students at Mercy College. The College is committed to meeting its students where they are to fully support their educational needs and future goals. In a competitive market and multi-campus environment, efficient section and seat management, strategic and comprehensive program offerings by physical campus and distance learning, and the ability for students to complete degrees using desired delivery modalities will be critically important to achieving enrollment growth. Even during the pandemic, Mercy College has seen 20% increases in retention rates and a 15% increase in graduation rates. However, there is more work to be done in these areas, and continuing these gains in retention and graduation rates will become more challenging.

The President should be familiar with proven evidence-based practices in the areas of teaching and learning and student success to further the College's work to

break down barriers to success for its students. In addition to ensuring success at the undergraduate or graduate level, the President should understand how to support non-traditional, military/veteran, and online learners in their academic endeavors. There will be an opportunity for new leadership to further build a truly robust online operation at Mercy College while enhancing the online student experience. The President should ensure that there are ample advisors and counselors to ensure students can complete their degrees efficiently and that student mental health challenges can be adequately supported.

The next President will need the leadership and communication skills to meet these objectives at the College and an understanding of the multi-faceted needs of a diverse array of learners at Mercy. The President will need to be someone who can promote a data-driven approach to increasing student success measures at the College and who can promote levels of accountability for student success across the College.



Strengthening Equity, Diversity, Inclusion, and Belonging:

As an MSI and HSI, Mercy College has a longstanding commitment to equity, diversity, and inclusion and is dedicated to enhancing ethnic, racial, and gender diversity in the recruitment of students, faculty, and staff. The College also embraces providing equity, equal access, and inclusion to foster a sense of value and empowerment, a sense of belonging which promotes more growth for its students, and a healthy culture in which they can thrive. Additionally, the curriculum provides students with the opportunity to address global issues and develop cross-cultural communication skills but would be enhanced through more extensive interaction with people from other cultures. Over the last decade, Mercy has implemented numerous strategies that have not only improved the overall retention rate but have improved outcomes across all student groups. In fact, in 2019 both Latino and black students had higher rates of retention than their white peers. As a result

of the impact of the COVID-19 pandemic, retention is down overall from its high of 77%. Further progress in these areas will require sustained and vigorous commitment from the entire College community.

The President will prioritize the College's values of equity, diversity, and inclusion, and will be charged with achieving measurable outcomes in these areas. The next President will have to understand how to support a diverse student body and students at varying learning levels to successfully break down barriers to their success. The next President should also have a track record of supporting efforts to hire and retain faculty and staff from underrepresented backgrounds. A goal of the next president will be to continue the College's work to have the diversity of the faculty, staff, and leadership at the College proportionally represent the diversity in the student body.



Fundraising and Alumni Engagement:

There will be excellent opportunities for the next President at Mercy College to be an active advocate for the College with current and new external partners. The President should be a relationship builder who can effectively communicate with business and community leaders to support programs and student opportunities at the College. The President will be someone with the ability to build relationships and engender trust with donors of the College. With over 70,000 Mercy alumni and 56,000 alumni from the former College of New Rochelle, the President will be expected to be engaged with alumni connected to Mercy College and encourage alumni involvement on all levels. Currently, the College brings in \$2.4 million annually through fundraising efforts and will look to increase the number of gifts and philanthropic pipelines in the future. The President should build relationships with alumni and strengthen the structures and organizations that support alumni activities. A key role for Mercy's next President will be to tell the story of a transformational College to further excite potential donors about contributing to the future of the College and increasing its already strong endowment.



70,000
Mercy College Alumni



56,000
**Alumni from the former
College of New Rochelle**

A Commitment to Shared Governance:

Mercy College is a caring community of faculty, students, staff, and administrators, working together in an atmosphere of respect and common purpose. The President will need to have highly effective relationship-building skills to continue the collegial environment at the College. The faculty and staff at the College are enthusiastically committed to Mercy's students and are constantly going above and beyond to ensure student success. The President will be someone who will be highly visible to openly recognize the work of the dedicated teams within the College. As the chief executive officer of the College, the President will be expected to effectively collaborate with faculty members across the college and faculty leadership. To ensure successful working relations with faculty, staff, and student leadership groups, the President will need to have a strong commitment to shared governance and shared decision-making at the College. The President should be a visible and engaged leader who will have excellent listening and communication skills. Mercy Has a strong history of shared governance, and the next President should be highly committed to shared decision-making at all levels.

Balancing Innovation and Academic Excellence:

Over the past decade, Mercy has successfully strengthened and expanded virtually every aspect of its programs, outreach, and impact through entrepreneurial ventures, strategic leadership, and community engagement. Equally important must be the cultivation of resources that sustain an ongoing commitment to academic excellence. The new President will play a key leadership role in continuing the process of visioning, balancing priorities, and ensuring institutional improvement.

QUALIFICATIONS

To help lead the campus community through these developments, to help build on Mercy's strong academic reputation, and to help the institution become even more self-sustaining, Mercy seeks the following:

- A leader with unquestionable integrity who is transparent, and exemplifies and honors ethical decision-making;
- A President who thrives in a shared governance environment serving as a supportive, collaborative, and inspirational leader for faculty, staff, and students;
- A President who understands and supports both the academic nature of the institution (and its complex professional programs) and the complex business aspects of the organization;
- A leader with strong business acumen who brings a demonstrated record of achieving balanced budgets;
- A President with a propensity for relationship building with a proven track record for attracting talent to campus and friend-raising;
- An emphatic champion of diversity and inclusion who will understand how to develop an inclusive and equitable culture.
- An entrepreneurial leader with a capacity for fundraising and experience cultivating significant financial resources;
- An inspiring leader who grasps—and is able to advance—Mercy's role not only as an educational leader in the New York Metropolitan area but also as an engaged, active participant in the local community and more broadly, the northeast region;
- An outcomes-oriented leader who can enhance data-driven decision-making efforts and promote accountability at the College;
- An executive who can model inclusive leadership internally and promote the ideals of Mercy College that it effectively prepares students to become inclusive leaders in the future;
- A leader who can appreciate and support academic excellence in both teaching and research;
- A student-centered leader with a strong focus and commitment to the students;
- A leader who has demonstrated a strong collaborative leadership style, with the ability to make difficult decisions and move the institution forward;
- An outcomes-oriented leader who can not only develop plans but also ensure they are executed effectively;
- A leader who will understand the complexities students, faculty, and staff face in an urban and multi-campus environment; and
- A charismatic and motivating leader with a sense of humor.

The successful candidate would preferably possess a terminal degree from a regionally accredited institution and demonstrated success at senior leadership experience in a college/university setting or comparably complex not-for-profit environments. In addition, the ideal candidate will excel in the following critical areas:

- **Strategic Vision and Leadership:** In an institution that aspires to raise its regional and national recognition, the next President will motivate constituents to work together toward a clear, compelling, and sustainable vision for the future by:
 - Providing the intellectual leadership and integrity to foster institutional confidence and enthusiasm;
 - Ensuring effective and inventive stewardship and resource generation, while executing ambitious goals that lead Mercy to even greater success;
 - Recognizing the critical role Mercy College plays in promoting affordability in a time where tuition rates are increasing; while, at the same time, not sacrificing the College's commitment to student success;
 - Identifying pathways that will enhance Mercy College's global reach through distance learning programs and international partnerships;
 - Aligning financial resources with academic priorities;
 - Fostering innovative and distinctive programs that continue to enhance the value and attraction of a Mercy College education; and
 - Articulating Mercy College's aspirations in a way that inspires commitment and pride.
- **Communication and Engagement:** The successful candidate will encourage interaction and open communication among all of Mercy's dedicated constituents by:
 - Seeking input broadly, listening to opposing viewpoints, and communicating consistently;
 - Demonstrating an ability to respond to problems with creativity and accountability, including the challenge of managing multiple, competing stakeholders;
 - Promoting a campus environment that values and promotes ethnic, cultural, gender, and socioeconomic diversity and inclusion among all constituencies;
 - Visibly supporting and participating in all facets of the College's mission, life, and work; and
 - Empowering faculty, staff, students, and administrators in a model that supports shared governance, inclusive decision making, and professional development.
- **Developing Resources and Enhancing the Institutional Profile:** In an increasingly competitive and rapidly changing local, regional, national, and international market for higher education, the President will exert a purposeful and defining leadership presence that supports the advancement of the College's capabilities, assets and reputation by:
 - Serving as the chief spokesperson for Mercy and communicating a consistent message about the College and its aspirations, needs, and achievements;
 - Developing the financial resources to allow Mercy to achieve its ambitious goals by leading a robust fundraising effort.
 - Strengthening and increasing the visibility of Mercy's programs and accomplishments;
 - Actively seeking opportunities to represent and market the College to regional, state, national, and international audiences;
 - Balancing Mercy's traditions and culture with the need for innovation and entrepreneurial distinction; and
 - Strengthening relationships at the state, local, national, and international levels to promote the reputation of Mercy College; and with alumni and other key supporters through proactive communication and responsiveness.

For this critical senior leadership role, we strongly encourage applications from qualified candidates who share identities with those of our students and/or who are members of other historically underrepresented communities.

Review of applications will begin immediately and will continue until the position is filled.
All nominations and applications shall be confidential. Please send a cover letter and CV to:



Steve Leo, Managing Director
Brian Bustin, Senior Associate
Storbeck Search
MercyCollegePresident@StorbeckSearch.com

