This leadership profile is intended to provide information about Lehman College and the position of President. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

Chancellor James B. Milliken and the Board of Trustees of the City University of New York (CUNY) invite nominations and applications for the position of president of Lehman College (Lehman). The successful candidate will serve as the third president of Lehman and succeed Dr. Ricardo R. Fernández, who will retire in mid-2016 after serving as president with extraordinary distinction since 1990.

With more than 75,000 alumni and 12,000 students, Lehman College serves the Bronx and its surrounding region as an intellectual, economic, and cultural center. It is a public, comprehensive, coeducational liberal arts college with more than 90 undergraduate and graduate degree programs and specializations. The College is named after Herbert H. Lehman, who was governor of New York State, a U.S. Senator, and an internationalist. His values of dedicated public service continue to guide the College today.

The Board and Chancellor are seeking a president who will be a visionary, entrepreneurial leader and who has both academic and senior administrative success; is committed to fundraising, economic development, community relations; and is faculty and student-centered. Further, the president should empower others through transparent communication, collaborative management and shared governance. Candidates will be expected to have high-level executive experience with demonstrated performance of exceptional quality and an appreciation for the importance of quality research and scholarship. Those holding an earned doctorate and having a background in higher education administration are preferred. Management experience in other fields will also be considered.

The new president will express a passion for the mission of public education in an urban setting and understand the important social and economic roles it plays in its community. The president will articulate the institution’s mission and values, serve as a persuasive advocate for Lehman at the borough, city, state and Federal levels, and lead efforts to raise new resources from the College’s many constituents.

Lehman’s next president will have the opportunity to lead the continued growth of a uniquely-situated institution and position it for future success, to work closely with dedicated administration, faculty and staff, to partner extensively in the community and beyond, and to reside in one of the nation’s most historic and exciting cities.

To submit a candidate nomination or to express personal interest in this position, please see the section entitled “Procedure for Candidacy” near the end of this document.
Mission and Values

Lehman College serves the Bronx and its surrounding region as an intellectual, economic, and cultural center. Lehman provides undergraduate and graduate studies in the liberal arts and sciences and professional fields within a dynamic research environment while embracing diversity and engaging students in their academic, personal, and professional development. Lehman College is committed to providing the highest quality education in a caring and supportive environment where respect, integrity, inquiry, creativity and diversity contribute to individual achievement and the transformation of lives and communities.

History

Lehman College was established as an independent unit of The City University of New York on July 1, 1968, following a decision by the University's Board of Trustees to create a comprehensive senior college in the Bronx with its own faculty, curriculum, and administration.

The College took over the campus that, since 1931, had served as the Bronx branch of Hunter College, known as Hunter-in-the-Bronx. Shortly after U.S. entry into the war, the students and faculty vacated the campus and turned over the facilities to the U.S. Navy, which used them as a training station for the newly organized WAVES (Women Accepted for Volunteer Emergency Service). For a decade before the entry of the United States in the Second World War, only women students attended, taking their first two years of study at the Bronx campus and then transferring to Hunter's Manhattan campus to complete their undergraduate work.

It was also the interim headquarters for the newly formed United Nations for six months in 1946. From March to August 1946, the first American meetings of the Security Council were held in the Gymnasium Building where intercollegiate basketball, archery, swimming, and other sports have been played. During festivities marking the 40th anniversary of the United Nations in 1986, the Southern New York State Division of the United Nations Association presented the College with a commemorative plaque, now displayed outside the Gymnasium Building. The College participated in the United Nations’ 50th anniversary activities in 1995–96.

Normal collegiate activity resumed at the campus in 1947, but, in addition to women, the Bronx branch began accepting former servicemen, who studied in separate classes. In 1951 the campus became fully coeducational and a four-year curriculum was introduced. The process of separating the Bronx campus from Hunter College into a separate unit began in 1967. Dr. Leonard Lief, chairman of the English Department, was named provost and made responsible for overseeing the transition. On July 1, 1968, Lehman College began an independent existence, with Dr. Lief as president.

The Board of Higher Education named the new college after Herbert H. Lehman, in recognition of the commitment to public service exemplified by the four-time governor of New York State who later became a U.S. Senator and was the first director-general of UNRRA (the United Nations Relief and Rehabilitation Administration). The College was formally dedicated on March 28, 1969, the 91st anniversary of Governor Lehman’s birth. Each year, on or about March 28, the College commemorates the double anniversary by inviting a distinguished speaker to deliver the Herbert H. Lehman Memorial Lecture.
Campus

The College is located on a 37-acre campus of gothic towers and tree-lined walkways across from the historic Jerome Park Reservoir and centered along a major educational corridor with five neighboring public schools. Lehman also operates CUNY on the Concourse, the off-campus facility which houses the Bronx Business Bridge, a startup incubator and an iTech innovation lab.

Lehman has experienced a remarkable growth in facilities the past two decades. These range from a $15 million Information Technology Center (1999) which has stimulated the effective application of technology at the College; a $22 million campus-wide fire, security, and communication system and new main entrance (2003); a $16 million Multimedia Center (2010) that supports programs in journalism and new media; and most recently Science Hall, a $88.5 million teaching and research facility (2013). Science Hall is the first in a three-phase plan to create a “campus within a campus” devoted to study and research in the sciences and, develop a science pipeline for students from high school through post-doctoral research. The opening of a new 12,000 square foot child care center in 2013 doubled the capacity of the previous child care center and the $1.98 million renovation of the Student Life Building, also in 2013, created a modern, upgraded facility for the student clubs and programs.

Lehman is a major cultural venue for the Bronx and surrounding area with three spaces: the Lehman Center for the Performing Arts, the borough’s premier concert hall and one of New York’s finest and most exciting not-for-profit performing arts centers; the Lehman College Art Gallery, which has been bringing important contemporary art to Bronx and lower Westchester audiences since 1984, and Lehman Stages, comprised of four entities – The Lovinger Theater, The Studio Theater, The Student Experimental Theater and the Dance Lab – which provide performance, rehearsal and conference spaces for arts, civic and government organizations throughout New York City and beyond. The Department of Music at Lehman offers free concerts open to the community and the College partners with community organizations to provide special events and performances.
Academics

The academic programs are organized into five schools: School of Arts and Humanities; School of Natural and Social Sciences, School of Education; School of Health Sciences, Human Services and Nursing; and the School of Continuing and Professional Studies. Lehman offers 51 undergraduate majors and programs; 40 master's degrees; 17 graduate certificates and 11 doctoral programs in conjunction with the CUNY Graduate Center. Lehman is home to the CUNY doctoral program in plant sciences and has long-standing collaborations with the New York Botanical Garden, the Wildlife Conservation Society (The Bronx Zoo) and Wave Hill, a public garden in the Bronx.

Lehman is nationally recognized for research programs in anthropology, biological sciences, psychology, mathematics and computer science, and physics and receives support from the National Institutes of Health and the National Science Foundation for faculty research and the preparation of minority students to become future scientists.

Two new programs, the Doctor of Nursing Practice (DNP) and a Bachelor of Science in Public Health, are planned and the concept for a School of Business has been developed.

Curriculum

On the undergraduate level, Lehman participates in CUNY's General Education Program (Pathways), which provides undergraduates with training in a range of basic skills and general subjects on beginning, intermediate, and advanced levels. In this way, a bachelor's degree represents both training in a special field and the skills and knowledge to meet life's varied challenges responsibly, intelligently, and creatively. Foundation Courses in General Education include English Composition, Mathematical and Quantitative Reasoning, Life and Physical Science, and Foreign Language. Distribution courses are chosen from five areas of academic inquiry: World Cultures & Global Issues; U.S. Experience in Its Diversity; Creative Expression; Individual & Society; and Scientific World. Taken as a whole, Lehman's General Education Program teaches critical thinking and encourages accurate and effective communication; it supports the integration, synthesis, and application of knowledge, and includes proficiency in information literacy; and it offers not only specialized knowledge and professional skills but also the multiple views and general intellectual abilities developed by the study of liberal arts and sciences that provide a foundation for independent, responsible living.
After earning a minimum of 60 credits or earning an Associate's Degree, and officially selecting a major, all upper-division students must complete two Integration Courses in topics outside their major from four of the following five variable topics courses: Studies in Scientific and Applied Perspective; Studies in Literature; Studies in the Arts; Studies in Historical Studies; and Studies in Philosophy, Theory and Abstract Thinking.

On the graduate level, the College has developed professional programs in nursing, teacher and counselor preparation, accounting, business, computer science, health services, social work, and speech-language pathology. The College also offers strong traditional liberal arts graduate programs in art, biology, English, history, Spanish and mathematics.

**Research Centers and Institutes**

Lehman is home to several CUNY-wide institutes and centers, including the Institute for Health Equity, Institute for Irish American Studies, the Jaime Lucero Mexican Studies Institute, the Bronx Institute, the Institute for Literacy Studies, the Center for Human Rights and Peace Studies, the Center for School/College Collaboratives, and the new Center for Theoretical and Computational Sciences.

**Accreditation and Academic Planning**

Lehman College is accredited by the Middle States Commission on Higher Education (MHSCHE) through academic year 2018-2019. The comprehensive self-study will begin in early 2016 in preparation for the MSCHE’s site visit in spring 2019. Programs such as chemistry, speech-language pathology, teacher education, nursing, nutrition, and health services administration are accredited by their respective accrediting bodies.

The College recently completed a rigorous administrative and academic program review process. Divisional plans are now being developed to guide curricular programming, administrative planning, and the allocation of resources over the next three years. Details of this process can be found on: [http://www.lehman.edu/program-prioritization/](http://www.lehman.edu/program-prioritization/).

**Community Engagement**

The College enjoys close ties with the community and enriches the Bronx and surrounding region through service, partnerships, recreational programs, research, collaborations with employers in growing and emerging sectors of the economy, and entrepreneurship. This commitment is demonstrated through initiatives such as the Lehman Community Connect: Bronx Information Portal, a map-based website for all things Bronx-related and the first where a college or university has mapped public “open data” to facilitate community interaction. The work of the institutes and centers to improve the educational outcomes of K-12 students and the health and well-being of the community through applied research is also evidence of the College's focus on the community. The Bronx Small Business Development Center, based at Lehman College since 2000, has counseled more than 10,000 clients and helped to create 2,000 jobs and Bronxnet, the local cable station, provides career building experience to hundreds of students and media production access for Bronx residents.
Academic programs, centers and institutes that extend to the community include:

- The Speech and Hearing Center provides individualized and comprehensive evaluations in speech, language and literacy for children and adults along with audiological evaluations.
- The School of Education is actively engaged with over 200 schools based in the Bronx, lower Westchester, as well as the other boroughs of New York City.
- The New York City Writing Project supports workshops for teachers of writing as well as research at all educational levels.
- The Center for School/College Collaboratives receives external funding for projects that focus on increasing educational success for Bronx students and their families and preparing the students to enter and complete higher education. The Center works with the entire school community—administrators, teachers, students, and parents—and collaborates with the Bronx Regional Offices of the New York City Department of Education.
- The Institute for Literacy Studies sponsors classes to teach adults fundamentals of reading and writing.
- The Bronx Institute, funded with private and government grants, is helping more than 12,000 Bronx schoolchildren become academically successful.

Lehman also participates with the New York City Department of Education in developing small high schools in the Bronx. The schools—housed within larger, traditional high schools—are formed around the themes of the visual arts, teaching and the professions, music, health sciences, nursing, musical theatre, community research and learning, and international studies.

In addition, in Fall 2003, the High School of American Studies at Lehman College opened on the Lehman campus. One of New York City’s specialized high schools and the only one to focus on American history, the school represents a collaboration among Lehman College, the New York City Department of Education, and the Gilder-Lehrman Foundation. It has been listed for several years by *U.S. News and World Report* as one of the nation’s top 100 public high schools, most recently (2014-15) as #1 in New York City and #1 in the nation.

**People**

*Faculty and Staff*

As of Fall 2015, the Lehman College instructional staff included 374 talented and award winning full-time faculty and 451 part-time teaching faculty. The CUNY Board of Trustees has appointed seven faculty at Lehman College as Distinguished Professors in recognition of their exceptional records of scholarly and creative accomplishments. Among the full-time faculty, 301 hold a doctorate or equivalent degree. Many hold appointments on the doctoral faculty of the CUNY Graduate School and University Center. In FY 2015, Lehman faculty were successful in securing
more than $13.4 million from government grants and private sources to support research and scholarship.

The College employs 516 deeply committed full-time administrative and classified staff who contribute substantially to the life of the college. The staff members are employed in the Divisions of Finance and Administration, Institutional Advancement, Enrollment Management, Academic Affairs, Student Affairs, Information Technology, and the Office of the President.

**Students**

The College enjoys steady and strong enrollment, with 12,606 students including 10,517 undergraduate and 2,089 graduate students (Spring 2015). Transfer students represent 65% of the undergraduate student population; the average age of the Lehman College undergraduate student is 27 years; 41 percent speak a language other than English at home (primarily Spanish); 40 percent are first-generation college attendees, and 50 percent of Lehman undergraduates have a household income of $30,000 or less.

Student success is central to Lehman’s mission and the College offers a range of instructional support, transfer coaching and campus life programs to help the students at each stage of their academic journey. The Office of Career Services arranges student internships in the public and private sectors combining classroom learning and on-the-job training. The Office of Community Engagement and New Student Programs engages students in local, national, and international volunteer projects. The Office of Veterans and Reservists Affairs provides support to veterans, reservists, and their families in their transition from military to campus life, and students with disabilities can mainstream at Lehman thanks to a nearly 100% accessible campus. Lehman has consistently rated among the highest on the CUNY surveys for student satisfaction with academic and student support services. A first-year retention rate of 82 percent and a four-year graduation rate that is climbing are evidence of the success of these efforts.

Lehman is a member of the National Collegiate Athletic Association and the Eastern Athletic Conference and has chapters of *Phi Beta Kappa*, *Sigma Xi*, and *Golden Key National Honor Society*. Individual disciplines have their own honor societies with national affiliations.
Alumni

Lehman alumni number 75,000 and live throughout the U.S and abroad; 77 percent live in the Bronx and tri-state region. The College is in contact with over 69,000 alumni either through email, LinkedIn and other social media. Alumni engagement is a priority for the college leadership. Prominent alumni include Bronx Borough President Ruben Diaz and New York City Public Advocate Letitia James; leaders of industry including Ivan Seidenberg, former Chairman and CEO, Verizon, Inc. and Dr. David Spector, Head of the Gene Regulation and Cell Proliferation program, Cold Spring Harbor Laboratory and government officials such as Elías Alcántara, Associate Director of Intergovernmental Affairs at the White House who was ranked #10 in the Huffington Post’s 40 Under 40: Latinos in American Politics.

Resources

The College’s 2015-2016 annual operating budget is $134 million, (which includes centrally administered funds of $42 million) mostly funded through New York State tax-levy appropriations and student tuition ($6,330 for full-time undergraduates). The current capital budget is $152 million, which includes all projects in progress and those in the planning, review and staging phases. Over the past five years, the fundraising efforts of the Herbert H. Lehman College Foundation Inc. have exceeded $34 million. The goal of the current Comprehensive Campaign is $20 million by 2018.

Lehman College has received over $153 million in new state capital funding since 2008, including $89 million in critical maintenance funds to address a state-of-good-repair on campus; and city elected official funding in the amount of $2.5 million this fiscal year. Since 2008, the College received approximately $16 million in Reso-A funds from the City of New York.

Major ongoing initiatives include: The $51 million new Nursing Education & Research Center that is in design, funding for the final $10 million to cover construction is being requested this year; a comprehensive upgrade of the campus central plant ($44.6 million) in construction; and a concert hall addition and ADA-upgrades project that is nearing design completion ($8 million). Recently completed projects include: the first phase of the Lehman Science Building ($88.5 million) completed in April 2013 and the Childcare Center ($7 million) completed in August 2013.

Governance

Lehman College is a senior college of The City University of New York. The University is governed by a 17-member Board of Trustees, which sets policy for the entire system. The College has its own governance plan approved by the Board of Trustees. Lehman is subject to the provisions of various collective bargaining agreements between the University and faculty and staff unions.
The Role of the President

The president is the chief academic and administrative officer of the College under the general direction of the CUNY Chancellor and according to the policies set by the Board of Trustees. She/he is responsible for all operations of the College, including overall leadership and management of the institution, its academic enterprise, fundraising, development of budget requests, and allocation of resources.

Lehman’s president will be an engaged, inspiring leader with a commitment to the College’s heritage, mission, and core values. The president will advance those values by building on Lehman’s traditions and strengths, actively seeking consensus among all its constituencies, and exercising superb management and decision making skills. The president will communicate effectively with both internal and external constituencies, articulating clearly and passionately Lehman’s mission and strategic aspirations.

The president will embrace the faculty’s commitment to excellence in teaching and research and will strengthen and foster a vibrant and diverse community of students, faculty, and staff, enhancing relationships with alumni, parents, community leaders, and others closely associated with the College. Finally, the president will lead by modeling character, passion, integrity, and the pursuit of knowledge.

The president’s principal duties are to:

- Articulate the mission and core values of Lehman College;
- Ensure that Lehman presents high quality undergraduate and graduate academic offerings aimed at the achievement, success, and career readiness of all of its students;
- Work closely and collaboratively with the CUNY Chancellor, Board of Trustees, and central administration in regularly reviewing and refining Lehman’s strategies for continued success in the context of CUNY’s overall priorities;
- Lead faculty, staff, and administrators to pursue focused goals in a clear, purposeful way, including those that address student needs, initiatives in teaching, aspirations in academic scholarship and research, programs of service and leadership, and the enhancement of faculty and staff;
- Foster an environment conducive to efficient fulfillment of central mission by giving careful consideration to the alignment of administrative and instructional resources on campus;
- Personally interact with local, regional, and state elected officials to further their appreciation for the value that Lehman provides to the citizens of the Bronx and the extended New York City region;
- Strengthen partnerships with K-12 area school districts, community colleges and other institutions of education, the business community, and residents of the local and regional communities;
- Encourage alumni involvement in the College and its activities;
• Lead aggressive efforts to raise funds from individual donors, private and non-profit sources, government grants, corporations, and foundations. The president’s principal role in this regard is to ensure that donors recognize the significance of their potential gift and articulate effectively how the gift will help the College accomplish its goals.

Opportunities and Expectations for Leadership

Led by only two presidents in its entire history, Lehman College presents its next leader with a strong, stable campus. The next president will not be faced with significant transformational imperatives, but will have many opportunities to build on the steady institutional platform constructed over the years.

The qualified and dedicated faculty and staff are proud of Lehman’s accomplishments in providing students with strong academic and life experiences, and look forward to partnering with the new president in further bolstering that mission. Lehman is seeking an experienced leader with the vision and leadership qualities to define the institution’s next chapters of success, and lead students, staff and faculty towards their attainment.

Beyond the management of a complex academic enterprise, the next president of the Lehman College will be encouraged to place particular emphasis on several priorities to strengthen the College and add continued value to its students, faculty, staff and communities:

1. **Develop and communicate a more distinctive identity for Lehman College and a vision for future successes**

   Over the years, Lehman has built a reputation for academic quality, research contributions, and a strong student experience. However, this prominence - and Lehman’s visibility and recognition as the Bronx’s only senior college - has not been fully appreciated beyond Lehman’s immediate stakeholders. As Lehman prepares to celebrate its 50th anniversary in 2018, the time is right for a renewed vision for the campus.

   In defining this next chapter of leadership, the new president should seize the opportunity to build upon and to generate a refreshed and compelling identity for Lehman, outline the College’s aspirations, and define specific plans for the achievement of its goals. To enable this, the president should engage the campus community in a thoughtful, transparent and collaborative strategic planning process that builds on Lehman’s rich history and solid foundation and leads to an innovative plan for what an exceptional 21st century Lehman education can and should be.

   Once this vision has been adopted, it can be used to further penetrate broader constituencies in the interest of continued growth in enrollment, philanthropic fundraising, public support, and regional/statewide recognition. This will be accomplished through focused efforts to sharpen Lehman’s brand to make the College more distinctive and identifiable.
2. Ensure Lehman’s continued enrollment health

In light of intensifying competition from other universities in the New York City market and surrounding regions, Lehman’s enrollment levels can never be taken for granted. The new president will be expected to ensure sustainable enrollment levels (and accompanying revenues) through ensuring a focused enrollment management strategy that targets new markets, including the New York City suburbs (Westchester County). Appropriate investments will need to be committed to fund the tactics necessary to implement these strategies. Lehman’s enhanced brand and identity will directly support the goal of positioning Lehman as the College of choice among regional high school graduates, transfer students, adult learners, and international students, committed to preparing them for professional careers, graduate studies and lifelong learning. Finally, in addition to increasing enrollment, attention should be paid to strengthening the College’s retention and graduation rates.

3. Build and steward Lehman’s resources

In the face of enrollment pressures, uncertain state appropriations for public higher education and the desire to keep tuition increases at a minimum to ensure student access and quality, the new president will be expected to generate new revenue streams that will be critical to assisting students financially, maintaining the quality of Lehman’s academic and co-curricular programs, enhancing the depth of its faculty and staff expertise, and providing adequate facilities. Fundraising efforts and success have historically been adequate, but the prevailing sense is that there is additional individual and institutional capacity for supporting Lehman through the successful efforts of the right messenger with the right message.

The next president will support continued success and results through committing sufficient time and energy to fundraising and stewardship. The new president will articulate a vision for the College that inspires a vibrant culture of philanthropy and generous support from foundations, corporations, government sources and private donors and increases the financial capacity and resources of the College and work closely with the Endowment Board to significantly enhance fundraising efforts.

Finally, the president should lead efforts to identify new sources of revenues, including those from online courses aimed at both traditional and non-traditional students. These will draw on Lehman’s technology edge in the classroom, campus infrastructure, and with strategic business partnerships to advance the College’s standing as a technology hub for the borough.

4. Strengthen and build external partnerships

Lehman occupies a place of prominence within the Bronx and its surrounding communities, but the opportunity presents itself for partnerships to be expanded beyond those boundaries. The president should strive to strengthen the College’s partnerships and relationships with local business and community leaders, as well as with non-profit, educational and for-profit organizations. Alumni, volunteers and the community will welcome a president who engages them in the life of the institution and who nurtures their commitment to the College’s success. The role of the president in the Bronx’s economic and community development will be equally critical. Through leveraging Lehman’s campus infrastructure and technology edge in the
classroom, the possibilities are strong for strategic business partnerships that advance the College’s standing as a technology hub for the borough.

5. Serve as Lehman’s “Champion” in governmental outreach and advocacy

The president is looked to as the “face and voice” of Lehman in representing its interests to external partners. Lehman’s ability to build its reputation and resources is directly impacted by the effectiveness of the College’s external advocacy and communications — with the Bronx and other City leaders, the legislature, the Governor and state administration, the private sector, donors, and leaders in the surrounding communities. This outreach will need to be even further intensified in the future, as public resources become tighter and the expectations of these internal and external stakeholders become sharper.

The next president will need to convey to all stakeholders a clear and enthusiastic commitment to Lehman and to CUNY, possess knowledge of its strengths and potential, and have the ability to communicate these strengths to others. The president must be able to navigate the Bronx, New York City and Albany political landscapes and build positive working relationships with elected officials (all of this tightly coordinated with the CUNY central administration). He or she must strengthen bridges to the local Bronx community by engaging actively with business and residential neighbors in discussing ever-present “town/gown” issues and by working with them to manage healthy physical and economic growth.

6. Foster a shared sense of mission and teamwork

The president will inherit a strong, committed and cohesive senior leadership team and should strive to establish clear goals toward which they, the faculty, and staff will work as one. The senior leadership team’s culture is one of mutual trust and collaboration. Although no immediate issues warrant a need for reorganization, any new president is expected to assess the current administrative structure to ensure it maximizes efficiencies, streamlines process, and appropriately engages faculty in the shared governance of the College.

The president must also nurture a culture of accountability across the entire College, where performance expectations are clearly established and an appropriate measurement system is put in place to track progress against core objectives. A component of this culture will be a continued push towards a mindset of innovation in which everyone is encouraged to identify new ways of teaching, learning, research, and conducting the business of higher education.

Professional Qualifications and Personal Qualities

The president of Lehman College will first and foremost present utmost personal integrity and demonstrate a living, active commitment to its intellectual mission and the people/communities that the College serves. This leader should be “morally secure” and “culturally competent” with the ability to genuinely connect with disparate groups of internal and external stakeholders and to champion efforts to increase diversity and inclusion in all aspects of College life.

A Ph.D. or its equivalent degree in a related field is preferred. In lieu of an appropriate terminal degree, candidates should have a demonstrated record of successful executive leadership and
comparable credentials and/or experience sufficient to warrant the respect and complete confidence of the academic community.

Ideally the president will demonstrate a successful leadership record in – or a keen appreciation for - a setting with many or all of Lehman’s defining attributes: a strong liberal arts core, healthy research productivity, an urban setting, a competitive higher education market, a highly diverse student body comprised of many first generation learners, and a commuter student population.

The president will be a visionary leader and will also have outstanding administrative skills, be a proven leader of high performing teams, bring experience at building relationships essential for fundraising and institutional advocacy, and convey an unrelenting enthusiasm and skill for telling Lehman’s story.

In addition, the president should demonstrate:

- a strong intellect and proven appreciation for academic excellence, including a track-record of supporting and engaging in teaching, research, and academic scholarship;
- a scholarly commitment to a liberal arts and sciences education for all students as well as an ability to communicate the value of that education to a wide public audience;
- the ability to listen, think strategically collaborate, and make transparent data-driven decisions appropriately within an academic system;
- a strong understanding of academic financial models and budgeting processes with a keen eye for operational efficiency and optimal use of resources;
- an understanding of the challenges of development in the context of Lehman’s unique community and likely sources of funding;
- appropriate appreciation for current enrollment management and student success “best practices” and experience in contributing to achievements in student enrollment and retention;
- a demonstrated track record in securing philanthropic gifts, and/or the keen interest and instincts in building donor relationships and fundraising success;
- the personal courage and conviction to lead a campus through meaningful changes designed to ensure its continued relevance and sustained success in the decades ahead;
- a track record of encouraging, facilitating, and rewarding innovation and entrepreneurial thinking at all levels;
- exceptional communication skills and the ability to articulate a compelling vision and goals;
- strong interpersonal and social skills and the ability to relate warmly and respectfully to people at all levels;
- an ability to recognize the social challenges Lehman faces and respond with programs that develop the College’s sense of itself as a uniquely vibrant and multicultural educational community;
• previous experience working closely and collaboratively with a public system governing board and establishing a partnership of mutual trust and open communication;
• an appreciation for the tradition of shared governance and its value in a university's decision-making processes;
• exceptional people skills that enable him/her to successfully bring about compromise between opposing agendas;
• a student-centered approach to education and administration;
• an understanding of trends and issues in higher education nationally including higher education financing;
• an understanding of and appreciation for the appropriate role of technology in higher education and its impact on new teaching and learning models;
• a personal commitment to – and track record of – inclusion and diversity in the student body, faculty, and the administrative staff;
• a genuine eagerness to be an active and visible leader of the Lehman community on campus and a strong advocate and emissary for Lehman off campus;
• the “street smarts” necessary to appreciate the political and external influences on a public university campus and how to effectively manage these;
• a versatility that permits one to adapt effectively to new environments and circumstances;
• a personality characterized by clarity of thought, self-awareness, optimism and enthusiasm, and
• a sense of humility – an individual who takes his/her job seriously but not himself or herself.

OPPORTUNITY HIGHLIGHTS

The president of the Lehman College will be presented with the opportunity to achieve the following professional and personal accomplishments:

✓ Lead an institution with an historic mission of taking in students with limited opportunities, opening up the world for them, and changing their lives;
✓ Personally guide the College in defining and realizing its next chapters of success;
✓ Partner with a dedicated, energetic and collaborative team of faculty, staff, and administrators;
✓ Work closely with a respected system Chancellor and Board of Trustees;
✓ Be an active and influential leader in the Bronx/New York City communities, and meaningfully impact the quality of life and the continued revitalization of this internationally renowned region.
Procedure for Candidacy

Witt/Kieffer is assisting the City University of New York in this recruitment search. The presidential selection process is governed by CUNY and overseen by the Office of the Chancellor. The Presidential Search Committee is appointed by the Board Chairman and includes an appropriately diverse mix of 12 trustees and Lehman stakeholders. The Search Committee is accountable for overseeing the recruitment of candidates, performing initial candidate screening and assessment, conducting interviews, and ultimately recommending the top three unranked finalists to the Chancellor and Board of Trustees, who will ultimately make an appointment. All of the deliberations of the committee and the Board are conducted with full confidentiality for candidates until the point where finalist candidates are announced publicly.

Review of candidates will begin in early Spring 2016 with first round candidate interviews targeted for mid-April. For fullest consideration, applicant materials should be received by March 7, 2016. Application materials should include a letter addressing how the candidate’s experiences match the position requirements, a current c.v. and contact information for at least five references (references will not be contacted without the prior knowledge and approval of the candidate).

Confidential inquiries, nominations, and application materials should be directed to:

John K. Thornburgh, Jean A. Dowdall, Ph.D. and Khalilah Lawson
Witt/Kieffer
LehmanPresident@wittkieffer.com

CUNY encourages people with disabilities, minorities, veterans and women to apply. Applicants and employees will not be discriminated against on the basis of any legally protected category, including sexual orientation or gender identity. EEO/AA/Vet/Disability Employer.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Lehman College documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Lehman College Points of Pride

- Named # 3 as Best Bang for the Buck in the Northeast (*Washington Monthly*, 2015)

- Graduate Social Work Program (MSW) ranked # 3 in the country (*Graduate Program Guide for Students*, 2015)

- Ranked by U.S. News and World Report as a Tier 1 and as one of the Top 50 Public Schools for Regional Universities in the North (*U.S. News & World Report*, 2014)

- Named # 12 Most Attractive Yet Affordable Campus in the United States (*Affordable Schools*, 2014)

- Ranked as a Top 5 school in the northeast region among both public and private universities for students who had the least amount of debt at graduation (*U.S. News & World Report*, 2014)

- Ranked #3 in the nation in accessibility, affordability and outcomes (*Business Insider*, 2013)

- Ranked # 56 among master's universities for social mobility, research, and service (*Washington Monthly*)

- “Best of the Bronx”, a series of one minute videos promoting the Bronx won Emmy Award in the Best Public Service Announcement category (2015)

- Student-produced video news magazine “Inside Lehman” has won 31 awards since 2004 and received two Emmy nominations.

- Celebrated 20 years as founding member of Hispanic Educational Technology Services (HETS), an international bilingual consortium of institutions that works to expand the educational opportunities and the access to the post-secondary education to the Hispanic community (2015).

- High School of American Studies at Lehman College ranked Top 100 High School in the Nation for past six years and #1 public high school in New York State 2014 and 2015 (*U.S. News & World Report*)
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