Baruch College | CUNY

PRESIDENT
Leadership Profile

THE CITY UNIVERSITY OF NEW YORK
EXECUTIVE SUMMARY

Chancellor Félix V. Matos Rodríguez and the Board of Trustees of The City University of New York (CUNY) invite nominations and applications for an experienced, forward-thinking leader to serve as the next president of Bernard M. Baruch College (Baruch), one of the country’s top-performing colleges for its ability to serve as a catalyst for students to move up the academic and economic ladder.

The successful candidate will serve as the eighth president of Baruch and is expected to share a deep commitment and responsibility to the College’s mission of serving as an engine for the economic and social mobility of its students, particularly those from modest backgrounds. The successful candidate will be a pioneering and entrepreneurial leader who is committed to equality, fairness, and the virtues of diversity and will define the College’s next chapter.

Regarded as one of the jewels of the CUNY system, Baruch has carried on a rich tradition of academic excellence, accessibility, and opportunity for students from every corner of New York City, the metropolitan region, and around the world.

The Manhattan-based school is ranked among the region’s and nation’s top colleges by U.S. News & World Report, Forbes, Princeton Review, and others. Considered a national model for driving economic success, the College was recently ranked No. 1 for social mobility among four-year public universities, according to The Chronicle of Higher Education.

Recent achievements include: record-breaking fundraising that has contributed to student scholarship support; improved graduation rates; enhanced academic programs that are seen in the number of students receiving prestigious scholarships and fellowships; campus facilities; and global partnerships.

In its profile of Baruch College, Forbes noted that “According to data gathered in a 2017 study led by Harvard economist Raj Chetty, the NY Times ranked Baruch in the top 10 colleges for economic mobility, meaning its students are among the most likely to move from the bottom fifth of income distribution to the top three-fifths.”

Many of Baruch’s students have gone onto distinguished careers, such as New York State Assembly Speaker Carl Heastie, fashion designer Ralph Lauren, former New York City Council Speaker Melissa Mark-Viverito, co-founder and CEO of WeWork Adam Neumann, Chairman and CEO of The Interpublic Group, Mr. Michael I. Roth and entertainer Jennifer López. The College maintains a close connection to its alumni, some of whom are among the nation’s top executives. Many of them regularly come to campus to share their expertise with current students. Class of ‘65 Austin Marxe donated $30 million to the Marxe School of Public and International Affairs, the largest single gift in Baruch’s history.

The campus is located near Gramercy Park, in the vibrant Park Avenue South section of Manhattan, within easy reach of Wall Street and Midtown. The College’s prime location provides a valuable service: Students are within easy reach of the global headquarters of major companies and non-profits, giving them unparalleled internship, career, and networking opportunities they wouldn’t have elsewhere. Students can gaze into their future by simply going outside and looking at the skyscrapers that serve as an oasis of opportunity.

Baruch is an educational powerhouse, boasting 30 undergraduate majors, 60 minors, and 57 graduate-level and five doctoral specializations. The growing athletics program now hosts 13 varsity NCAA
Division III sports teams, including the CUNY Athletic Conference title-winning baseball team, which reached the NCAA Tournament for the first time in program history this season. The next president should be prepared to make the rounds as a supporter and No. 1 cheerleader of the College’s many successful initiatives, activities, and outcomes.

The College’s three schools — the Austin W. Marxe School of Public and International Affairs, the George and Mildred Weissman School of Arts and Sciences, and the Zicklin School of Business — together educate more than 18,000 students and serve as the College’s heart and soul.

Zicklin is the largest accredited collegiate school of business in the United States and serves around 70 percent of Baruch’s students; Weissman offers more than 40 areas of study, and Marxe is widely recognized in the areas of municipal government, nonprofit leadership, and educational administration.

Baruch features one of the most diverse and academically impressive student bodies in the nation, with students hailing from more than 168 countries, communicating in 110 languages. They also boast the highest test scores in the CUNY system (as measured by average SAT score and GPA).

Baruch’s next president will have the opportunity to lead the continued success of a uniquely-situated institution and position it for even greater impact by working closely with dedicated and talented administrators, faculty, and staff and drawing upon the resources of an institution located in the greatest city in the world, which serves as an extended campus with cultural, economic, and financial opportunities galore.

The new president will be a champion of the mission of public education in an urban setting and understand the important social and economic role Baruch plays in its community. The president will serve as a spokesperson for the institution’s mission and values; be a persuasive advocate for Baruch at the borough, city, state, and federal levels; and lead efforts to raise new resources from the College’s many constituents and the community at large.

The president will manage a budget of nearly $150 million and provide leadership for a senior cabinet composed of the provost, vice presidents, deans, the chair of the faculty senate, and senior members of the president’s office staff.

The president should be committed to the faculty and students as the core of the institution and empower them through collaborative management and shared values. The president should strive to make Baruch more global and international, befitting its diverse student body by advancing its global education programs such as the new Master in International Affairs and sending more students abroad so they can benefit from an international experience.

The next president will take over a tremendous college that is headed in the right direction thanks to the determination and ambition of those who fill its halls. The challenge for the next president will be to continue the College on its current trajectory and to expand its profile of a representation of social and economic mobility by building on its myriad achievements. The next president needs to be able to inspire and motivate; be a visionary and pioneer; and hold close Baruch’s commitment to inclusion, opportunity, and student success while advancing its obligation to scholarship and academic vigor.

To submit a candidate nomination or to express personal interest in this position, please see “Procedure for Candidacy” on page 14.
QUALIFICATIONS

The Search Committee understands that no single candidate will have all the ideal qualifications, but Baruch seeks a president with the following professional experiences and personal qualities:

- An excellent record as an outstanding leader/manager within a higher education system or other analogous organization.
- Strong political skills and the ability to work effectively with elected officials and external stakeholders on a public university campus. Knowledge of New York State and City is an advantage but is not required.
- A fundamental commitment to diversity, across all communities of New York City and State, and in every aspect of university administration.
- An ability to work closely and collaboratively within a public system governing board and establishing a partnership of mutual trust and open communication.
- Demonstrated ability to use financial resources to shape college priorities.
- Intellectual depth; a global and interdisciplinary thinker, attuned to the scholarly missions of a great university.
- An appetite for leadership in a high-energy, complex environment.
- Integrity of the highest order; self-confidence without self-importance.
- A record of building excellent administrative and academic leadership teams and organizing complex systems around core missions.
- Proven record or demonstrated skills to fundraise and generate new revenue streams to assist students financially and maintain the quality of Baruch’s programs.
OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP
TO ADVANCE THE PROMISE OF BARUCH

Beyond the management of a complex academic enterprise, the next president of Baruch will place particular emphasis on several inter-related priorities to solidify recent achievements and add continued value to the College’s students, faculty, staff, and communities:

**Lead and steward the College’s strategic plan**

The next president will be asked to lead, motivate, and inspire the College toward achieving the goals, objectives, and actions outlined in the new Strategic Plan 2018–23. Building upon recent goals, the new strategic plan focuses on continued curriculum innovation, enhanced student engagement, ongoing support for faculty research, and elevated cultural competency throughout the College. The new president is expected to evaluate the plan and shape its implementation.

**Expand the visibility of a more precise identity for Baruch College’s scholarly and research strengths and establish a vision for forthcoming achievements**

Over the years, Baruch has built a strong reputation for academic quality, research contributions, and a robust student experience. In the last five years new academic degree programs were established, goals to use technology in the development of hybrid online courses were advanced, and Baruch established a greater global presence. Additionally, the Zicklin School of Business was chosen as the No. 1 Business School and Evening M.B.A. Program in New York City and New York State among public institutions. It is important to emphasize that all business majors benefit from the excellence in classes throughout the College, and there is a marketing need to emphasize these other programs and lift up and promote the other schools and departments at the institution overall. Baruch’s broad strength has not always been fully appreciated beyond the College’s immediate stakeholders, suggesting that the time is right for a new voice to articulate the College’s strengths to those not familiar with them.

**Increase philanthropic support**

In recent years, Baruch has achieved major fundraising success. Over the past five years, the fundraising efforts of the Baruch College Fund have exceeded $110 million in contributions, which includes a record gift of $30 million to name and endow the Austin W. Marxe School of Public and International Affairs and a dedicated scholarship campaign that raised $21 million ($6 million over the goal). However, the need to fundraise has never been greater, as the College’s commitments have continued to increase.

On all levels, the Baruch College leadership team is committed to prioritizing fundraising including streamlining, expanding, and improving internal fundraising systems and expanding the endowment through major gifts. The College’s long-term interests will be well served by a substantial infusion of endowed support. An institution-wide and reinvigorated commitment to development and marketing will be critical to success, along with formalizing and strengthening internal development databases, processes, and strategies. Accordingly, the president will be an active, enthusiastic, and successful relationship builder with the demonstrated ability to draw upon these relationships to the benefit of the College.
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, increasing the financial capacity and resources of the College. The president will work closely with the Board to significantly enhance fundraising efforts. Finally, the president will be expected to lead efforts to identify new sources of revenues, looking for creative ways to expand reach and income.

**Ensure Baruch’s continued enrollment health and bring greater focus to improved student success**

The new president must support structures and systems to ensure sustainable enrollment levels (and accompanying revenues) through ensuring a focused enrollment management strategy that targets new markets. Baruch’s enhanced brand and identity will directly support the goal of positioning Baruch as the college of choice among regional high school graduates, transfer students, adult learners, and international students.

As the Baruch student body is one of the most diverse in the nation, the student support services must be expanded to be among the strongest in the city, if not the nation. Students emphasize that the diversity and cultural organizations are a major draw and that more is needed to help navigate a complex system, especially since so many students are first generation and often commuting and working full-time jobs.
Strengthen and build external partnerships

While Baruch occupies a place of prominence within its surrounding communities, there is an opportunity to expand the College’s visibility beyond those boundaries. The president should strive to strengthen the College’s partnerships and relationships with New York City 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 New York City’s economic and community development will be equally critical. Through leveraging Baruch’s campus infrastructure and strengths in the classroom, the possibilities are strong for strategic business partnerships that advance the College’s standing in the business world and beyond.

Serve as Baruch’s champion in governmental outreach and advocacy

The president is looked to as the “face and voice” of Baruch in representing its interests to external partners. Baruch’s ability to build its reputation and resources is directly impacted by the effectiveness of the College’s external advocacy and communications with New York City leaders, the legislature, the Governor, state administration, the private sector, donors, and leaders in the surrounding communities. This outreach will need to be even further intensified in the future if 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 Baruch and to CUNY; possess knowledge of its strengths and potential; and be able to communicate that. The president must be able to navigate New York City and Albany political landscapes and build positive working relationships with elected officials in coordination with the CUNY central administration. The new leader must strengthen bridges to the local New York City community by engaging actively with business and residential neighbors to manage healthy physical and economic growth.
ABOUT BARUCH COLLEGE

Baruch College is a dynamic community of scholars and distinguished professionals who educate one of the most diverse student populations in the United States. The College dates back to the founding in 1847 of the Free Academy, the first free public college in the nation, and has carried on a tradition of academic excellence, accessibility, and opportunity for students from every corner of New York City, the metropolitan region, and around the world.

Baruch College is ranked among the region and nation’s top colleges by U.S. News & World Report, Forbes, Princeton Review, and others. Its campus is within easy reach of Wall Street, Midtown, and the global headquarters of major companies and non-profit and cultural organizations, giving students unparalleled internship, career, and networking opportunities. The College’s more than 18,000 students, who speak more than 110 languages and trace their heritage to more than 168 countries, have been repeatedly named one of the most ethnically diverse student bodies in the United States.

Renewal of AACSB accreditation and the Middle States Commission on Higher Education accreditation will be completed shortly before the new president’s arrival.
Baruch College at a Glance

- More than 18,000 students
- More than 110 languages spoken
- More than 168 countries represented on campus
- 30 undergraduate majors
- 60 undergraduate minors
- 57 graduate-level specializations
- 5 doctoral specializations
- 13 varsity NCAA Division III sports teams on campus

Mission

Baruch College provides an inclusive, transformational education in the arts and sciences, business, and public and international affairs to students from New York and around the world and creates new knowledge through scholarship and research.

A Baruch education is a financially accessible and powerful catalyst for the social, cultural, and economic mobility of students and a strong foundation for lifelong learning and community impact. The College’s distinguished undergraduate and graduate academic programs offer extraordinary value; its diverse and outstanding faculty and staff are themselves lifelong learners, who continue to develop their expertise as teachers and administrators, augment their success as scholars and practitioners and exercise their talent as creators of art and facilitators of student success.

Access Value Excellence

Baruch College is nationally recognized for supporting the social mobility of students from low-income backgrounds. For the fourth year in a row, CollegeNET ranked Baruch No. 1 out of more than 1,300 U.S. colleges on its annual Social Mobility Index, which analyzes how effectively institutions “enroll students from low-income backgrounds and graduate them into well-paying jobs.” The Chronicle of Higher Education also listed Baruch No. 1 for social mobility among four-year public institutions. Money magazine ranked the College No. 5 among the “50 Best Public Colleges” in the U.S. and U.S. News & World Report placed Baruch No. 3 for “Least Debt, Class of 2017” among regional universities in the north. The Education Trust has recognized Baruch as a “standout institution” for graduating Pell Grant (low-income) students at a rate 18 percent higher than the national average.

Diversity

Baruch College is proud to have been recognized as the most ethnically diverse campus in the nation by both U.S. News & World Report and the Princeton Review more times than any other college in the United States. The Baruch community is a true reflection of its location in the heart of New York City. Many of Baruch’s students, faculty, and staff are drawn to the College because of its multiculturalism.
Global Strategic Initiatives

In its landmark Global Strategic Plan 2015–2019, Baruch College articulated its goal to become a more international campus. As the world has become increasingly globalized, Baruch has sought to build on its intrinsic diversity so students become more international and inclusive, and better prepared for the world that awaits them. The College’s goal is to have 15 percent of its undergraduates benefit from an international experience during their time at Baruch. To achieve this, the College is:

- Developing and enhancing academic programs focused on international affairs.
- Cultivating more opportunities for students to study or work abroad.
- Expanding internships and experiential learning programs with the global companies and international organizations that are in New York City.
- Recruiting highly competitive international students to study at Baruch.
- Supporting faculty in their quest for international grants and collaborative research with university partners abroad.
- Encouraging students to pursue international scholarship and fellowship opportunities such as Fulbright, Gilman, Critical Language, Boren, Schwartzman Scholars, and others.
- Hosting cultural and international events on campus such as China @ Baruch and Brazil @ Baruch.
- Connecting with Baruch’s vast alumni network around the world.

Baruch’s commitment to globalization is intended to impact every aspect of the College community as well as the world at large.

Resources and Financial Planning

The College’s 2017–18 annual operating budget was over $150 million, mostly funded through New York State tax-levy appropriations and student tuition. Effective fall 2019 tuition is $6,930 per year for full-time undergraduate students who are residents of New York. During the past academic year, the faculty received over $6.7 million in external grants.

Over the past five years, the fundraising efforts of the Baruch College Fund have exceeded $110 million in contributions. The Baruch Means Business fundraising campaign closed in 2013 with a total of $157 million in new gifts, pledges, and bequests – $7 million over the stated goal. In fall 2016, Baruch received a $30 million gift to endow and name the Austin W. Marxe School of Public and International Affairs. It was the largest single gift ever to Baruch College, and it tied for the second-largest donation in CUNY’s history.

Baruch has greatly increased the number of endowed spaces, programs, and departments, including, among others, the Narendra Paul Loomba Department of Management, the Allen G. Aaronson Department of Marketing and International Business, the Sandra Kahn Wasserman Jewish Studies Center (JSC), the William Newman Chair in Jewish Studies, the Ruth Printz O’Hara Professorship in Holocaust Studies, the Allen and Mary Aaronson Student Center, the Marvin Schwartz Student Excellence Fund, the Amy Hagedorn Scholarship Fund in the Marxe School of Public and International Affairs, the Shelly and Donald Rubin Museum of Art Fund, and Clivner=Field Pedestrian Plaza.
Faculty and Staff

Baruch faculty are among the most distinguished and most widely known in their fields. They combine outstanding academic credentials with significant real-world experience. The College employs 515 full-time faculty, of whom 83.3 percent hold a doctorate or the university equivalent. The number of adjunct faculty is 718. Full-time faculty teach both entry-level and advanced courses and serve as advisors to student organizations and pre-professional programs. The student-to-faculty ratio for undergraduates is 18:1. Adjunct faculty are typically drawn from New York City’s business and professional ranks. Faculty members are regularly recognized with fellowships, grants, and awards from many notable foundations and public agencies. Professional and full- and part-time support staff total 1,481.

Academics

Schools

The Austin W. Marxe School of Public and International Affairs offers B.S.P.A., a NASPAA-accredited M.P.A. and Executive M.P.A., M.I.A., and M.S. in Education degrees while serving as a research engine for governmental and nonprofit entities at the local, state, and national levels.

The George and Mildred Weissman School of Arts and Sciences has more than 50 areas of study that blend rigorous theory with practical experience. Degrees include the B.A., B.S., M.A., M.S., and Ph.D.

The Zicklin School of Business has renowned faculty experts across the business spectrum and acclaimed AACSB-accredited programs leading to B.B.A., M.B.A., M.S., Executive M.B.A. and M.S., and Ph.D. degrees.

Interdisciplinary Centers and Institutes

- Baruch College Survey Research
- Baruch Performing Arts Center (BPAC)
- Bernard L. Schwartz Communication Institute
- CCI-Corporate Communication International
- Center for Nonprofit Strategy and Management
- Center for Teaching and Learning
- Center for Equality, Pluralism and Policy
- CUNY Institute for Demographic Research
- Graduate Career Management Center
- International Student Service Center
- Lawrence N. Field Center for Entrepreneurship
- New York Confucius Institute for Global Finance
- New York Federal Statistical Research Data Center
- Robert A. Schwartz Center for Trading and Financial Markets Research
- Robert Zicklin Center for Corporate Integrity
- Sandra Kahn Wasserman Jewish Studies Center (JSC)
- Starr Career Development Center
- Steven L. Newman Real Estate Institute
- Wasserman Trading Floor / Subotnick Financial Services Center
- Weissman Center for International Business
Students and Campus Life

Baruch has long been a gateway to economic opportunity for historically underserved students. Building on that legacy, the College has increasingly been praised for supporting the social mobility of low-income and students of color. Nearly 40 percent of Baruch’s students come from households with an annual income of $40,000 or less, and the vast majority of all Baruch students — 85 percent — graduate with no federal student loan debt. Moreover, the median early career salary for graduates is $50,700.

Baruch’s total fall 2018 enrollment was 18,029 students (15,024 undergraduate and 3,005 graduate). The student population is very diverse with nearly 70 percent students of color (41 percent Asian or Pacific Islander, 17.2 percent Hispanic, 10.9 percent Black, 0.1 percent American Indian or Native American). Over forty-seven percent of the student body is female. Among the total population, 39 percent are the first in their family to attend college. Baruch’s reputation for providing a competitive education at a highly affordable price has drawn more competitive students to the College; the average SAT score for incoming freshmen has steadily climbed to 1290, and the average high school GPA is 88.7.
For fall 2018, the College received 21,469 applications, accepted 8,436, and enrolled 1,692 first time freshmen. An additional 1,464 transferred to Baruch, accounting for over 46 percent of the 3,156 total new students coming to the College that semester. Overall, transfers make up 58 percent of the undergraduate student body. The one-year retention rate is 88.5 percent and six-year graduation rate is 68.7 percent. The most popular undergraduate majors are Accounting, Finance, Marketing, Business Communication, Computer Information Systems, and Management.

With over 130 student organizations, Baruch’s diverse campus offers a rich co-curricular life. The Newman Vertical Campus is home to all of Baruch’s student organizations. Covering nearly an entire square block between Lexington and Third Avenues and 24th and 25th Streets, the 800,000-square-foot structure houses more than 100 high-technology classrooms and research facilities; faculty and administrative offices; executive conference facilities; a three-level Athletics and Recreation Complex; an expanded student activities center; the Baruch Performing Arts Center, which comprises the Rose Nagelberg Theatre and Engelman Recital Hall; a 500-seat auditorium; a television studio; a food court; and a new campus bookstore. The Newman Vertical Campus has been honored by the American Institute of Architects with the highest award it offers to an individual building. For students interested in the arts, the Sidney Mishkin Gallery offers year-round exhibitions. Additionally, Baruch has 13 NCAA III varsity teams.
PROCEDURE FOR CANDIDACY

WittKieffer is assisting the City University of New York in this recruitment. 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 a diverse mix of 12 trustees and Baruch 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.

Review of candidates will begin in summer 2019 with first-round candidate interviews targeted for fall 2019. For fullest consideration, applicant materials should be received by October 1, 2019. 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 three 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:

Robin Mamlet, Amy Crutchfield, and Kim Brettschneider
WittKieffer
BaruchPresident@wittkieffer.com

CUNY encourages people with disabilities, minorities, veterans, and women to apply. At CUNY, Italian Americans are also included among our protected groups. 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