Metropolitan College of New York
New York, NY

EXECUTIVE SEARCH PROFILE
VICE PRESIDENT FOR ENROLLMENT MANAGEMENT
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The Opportunity

In collaboration with the President, leading Metropolitan College of New York (MCNY) to its next level of enrollment growth, marketing and branding engagement, and student service and success.
Mission

To provide a superior, experientially-based education that fosters personal and professional development, promotes social justice, and encourages positive change in workplaces and communities.

Overview

Metropolitan College of New York (MCNY) was founded in 1964 as the Women’s Talent Corps by education visionary and activist, Audrey Cohen. Cohen believed the key to a truly effective education lay in uniting the classroom with the professional world. The Talent Corps trained and developed motivated women for new professional positions. Women’s Talent Corps became the College for Human Services, later Audrey Cohen College, and today, MCNY.

Drawing upon the creativity and vitality of New York City, MCNY is a not-for-profit, independent and coeducational institution of higher education that attracts highly motivated adult learners who are committed to transforming their lives and the lives of others. MCNY’s academic programs combine the applied skills and knowledge required in today’s globally connected workplace with liberal arts, social sciences, and business theory. The College offers year-round accelerated degree programs with convenient schedules and strategically included distance-learning components for added flexibility.

MCNY has a student population of over 1,000 and its associate, bachelor and master’s degree programs are housed within three schools: the Audrey Cohen School for Human Services and Education, the School for Business and the School for Public Affairs and Administration. The new and modern main campus opened in 2016 and is located in Manhattan’s Financial District. The Bronx Campus, also new in 2016 is located in the vibrant Mott haven neighborhood of the South Bronx.
Who MCNY Serves

1,027 STUDENTS
698 UNDERGRADUATES & 329 GRADUATES
35 IS THE AVERAGE AGE OF STUDENTS

81% of students are African-American or Latino
72% of students are women
74% of undergraduate students receive Pell Grants
50% of undergraduate students are first-generation
39% of new undergraduates have children or other dependents they support
The Position

Overview
The Vice President for Enrollment Management serves as MCNY’s chief enrollment officer, leading the enrollment management division and providing strategic leadership, direction and operational oversight for all activities related to student recruitment and retention. Reporting to the President, and serving as a member of the President’s Cabinet, the Vice President for Enrollment Management oversees and coordinates the functions of Admissions, Financial Aid, Marketing, Student Services, Career Services and Registrar.

Responsibilities
The primary responsibilities for the V.P. for Enrollment Management include:

- Design, develop and lead a student-centered and data-driven approach to student recruitment, enrollment, retention and graduation
- Ensure that quality customer service is a top priority for all functional areas
- Create and implement comprehensive annual and strategic marketing, recruitment, enrollment, and retention plans for all programs that reflect current trends, best practices and previous experiences for attracting and retaining a diverse student body
- Administer financial aid to meet the College’s enrollment and net tuition revenue goals
- Work collaboratively with the Chief Academic Officer and academic deans to review and enhance current academic programs as well as develop new programs based on market needs and employment opportunities
- Establish written standard operating procedures for critical transactions in the areas of the registrar, financial aid, admissions, and student and career services, and student affairs
- Disseminate accurate, timely, and thorough recruitment and retention data and reports
- Work collaboratively with the Academic Deans and the Cabinet to improve internal and external communications, institutional planning, and services to students
- Develop and manage operational budgets, and provide sound, data-driven enrollment projections for the development of College-wide planning and budgeting
- Provide effective personnel management and supervision of staff with a focus on continuous professional development and implementation of standards of sound practice
- Oversee special projects at the executive level as delegated and directed by the President

Strategic Priorities
The strategic priorities for MCNY’s next V.P. for Enrollment Management include:

- Leveraging MCNY’s unique mission and educational model to position it effectively in a highly competitive marketplace, particularly for adult enrollment
- Positively influencing the holistic student experience and enrollment life cycle – from initial contact with students to graduation – to achieve and sustain enrollment growth, and increase student retention and graduation rates
- Developing and executing a comprehensive marketing plan that increases the College’s visibility and awareness, its unique curriculum, and its social justice and social change mission
Growing MCNY’s corporate, government, and non-profit organization partnerships to deliver educational services and opportunities in strategic locations in Manhattan’s Financial District and the South Bronx

Thinking creatively to streamline admissions processes for prospective students; enhancing service to enrolled students; and improving integration between the functional areas within the Office of Enrollment Management

In collaboration with MCNY’s leadership, being a thought leader to identify new markets and maximize MCNY’s presence in them

Instilling a sense of ambition, enthusiasm, energy, and entrepreneurialism in a dedicated and hard-working team

Continuing to be at the forefront of creative and strategic thinking about technology as influenced by the rapidly changing landscape in higher education

Assuring robust use of technological resources, including Slate CRM, to improve prospect management, communication flow, and application processing

Developing all staff in current and effective processes and procedures

Qualifications
President Joanne Passaro and the MCNY community seek an ambitious and creative leader who embraces MCNY’s mission, vision and educational philosophy and has:

A bachelor’s degree (with an advanced degree preferred, but not required) and substantive progressively responsible experience in higher education enrollment management and student services

A proven record of success in growing first year, transfer, and graduate enrollments in the adult student market

Knowledge of, and experience with, contemporary marketing practices that aid in attracting and retaining adult students; thorough understanding of the use of digital and social media to recruit, retain and service students

Experience with financial aid, including aid leveraging, federal and state regulations and compliance, and systems

The demonstrated ability to systematically use data to inform, correct and improve decisions and practices in recruitment and enrollment

The ability to be entrepreneurial and visionary to support MCNY short-term enrollment and marketing goals and long-range strategic objectives

A mission-driven commitment to the under-resourced, socioeconomically disadvantaged communities and students that MCNY proudly serves;

The ability to be strategic and creative in budgeting and finances; an understanding of the challenges and complexities of a tuition-driven institution

A passionate belief in student-centered learning, diversity, inclusion, community, and holistic education

An understanding of the issues and needs of MCNY’s student population pertaining to enrollment and retention

Strong interpersonal communication skills; a demonstrated commitment, and ability, to work collaboratively, transparently, and collegially with a diverse, urban, community

Sound decision-making skills and a results-oriented and positive approach to problem solving.
Metropolitan College of New York provides a vibrant educational environment that is enhanced by an abundance of intellectual and professional program offerings. The educational model anchors each degree program within the context of the workplace, ensuring students are engaged and competent in both theory and practical application.

Because MCNY’s curriculum fully integrates the classroom and the workplace, it allows students to work full-time and attend school full-time, year-round. Day, evening and weekend courses provide students the convenience and flexibility to keep up with the demands of work-life commitments. In addition, a number of academic programs are available in an accelerated timeframe, allowing masters students to receive their degree in as little as one year and undergraduate students in under three years.

MCNY is fully accredited by the Middle States Commission on Higher Education. The associate and bachelor of business administration degree programs, and the MBA programs in Financial Services, General Management and Media Management, are accredited by The Accreditation Council for Business Schools & Programs (ACBSP). The Master of Science in Education degree program is accredited by the National Council for Accreditation of Teacher Education (NCATE).

Educational Philosophy – Purpose Centered Education

MCNY was founded on the belief that students learn best when they understand the Purpose for their learning and see the connection between what they are learning in the classroom and their ability to change their lives and the lives of others in a positive fashion.

The purpose determines the focus for the Constructive Action (CA) that students are required to plan, implement, and evaluate. That CA must relate to the semester’s Purpose and improve the lives of individuals and institutions outside the classroom. In the Purpose-Centered Education model, you learn by doing in a program tailored to your educational needs.

Because MCNY’s curriculum fully integrates the classroom and the workplace, it allows students to work full-time and attend the school full-time. The benefits are that students:

- Use their studies as the basis for taking action to improve their workplace or internship site.
- Engage in an educational experience that is active, rather than passive, and far more effective.
- Remain in the workplace and continue to earn...at MCNY you don’t have to put your career on hold to attend school.
Named after MCNY's founder, the Audrey Cohen School for Human Services and Education (ACSHSE) has prepared students for over 40 years with the tools, knowledge and practical on-site work experience to achieve a fulfilling career in education and the helping professions. Degree programs include the Associate of Arts in Human Services, Bachelor of Professional Studies in Human Services, and Master of Science in Education: Dual Childhood and Special Education. The school also has a non-credit certificate in Alcohol and Substance Abuse Counseling (CASAC).

The Human Services program is the original foundation of the college and grew out of the War on Poverty in the 1960's. In working with community professionals, the ACSHSE is constantly expanding and revising its programs to remain relevant in a changing society. The faculty is composed of scholars and working professionals who provide students with both the knowledge and skills with which to become the most productive and creative members of society.

Graduates of the School’s programs have gone on to create new agencies and programs, engage in civic life in their communities and beyond, and work as educators in a variety of settings from classrooms to alternative programs. All of the degree programs offer opportunities for students to examine themselves as agents of change and to explore different aspects of their fields of study while receiving the skills necessary to work for social justice and positive change in the world.
Accredited by The Accreditation Council for Business Schools & Programs (ACBSP), MCNY's School for Business offers undergraduate and graduate business degree programs. All business degree programs prepare students with new, industry-relevant courses to provide the skills today’s job market demands while also providing relevant historical and philosophical contexts.

Undergraduate degree programs include the Associate of Science in Business, Associate in Applied Science in Information Technology, Bachelor of Business Administration, Bachelor of Business Administration in Healthcare Systems Management, and Bachelor of Business Administration in Information Technology Management.

There are four Master of Business Administration degree programs: MBA in Financial Services, MBA in General Management, MBA in Health Services and Risk Management, and MBA in Media Management.

In addition, MCNY's Business Advisory Board mentors students and works closely with faculty to ensure relevance. A chapter of Sigma Beta Delta, the international honor society for business students, provides an opportunity for students to be recognized for their outstanding academic achievements and community service. Student chapters of professional associations such as Students in Free Enterprise (SIFE), student organizations and a variety of events, including the MCNY Annual Short Film Festival, round out the student experience.
The School for Public Affairs & Administration challenges students to see what can be made better – personally, professionally and socially – and then take the necessary actions to effect positive change.

The Associate of Arts and Bachelor of Arts in Emergency Management and Business Continuity degree programs prepare students to begin (or advance) a career in the exciting, in-demand fields of emergency preparedness, homeland security, and business continuity.

The Master of Public Affairs (MPA) in Emergency and Disaster Management prepares community leaders through a highly specialized curriculum that covers the planning, management, logistics, response, relief, recovery and economics associated with managing emergency situations.

The MPA in Public Affairs & Administration challenges students to be policy analysts, problem solvers, and engaged citizens of New York City’s dynamic metropolitan area. Students spend each semester concentrating on an area essential to building leadership careers in public service.
In 2016, MCNY undertook a complete transformation, moving the entire college into two new campus buildings, both of which are owned by the college. MCNY’s new facilities in Manhattan’s Financial District and the South Bronx replaced existing rented properties, improving service to both its students and its communities, as well as the College’s financial and long-term stability.

The new Manhattan and Bronx campuses provide MCNY with expanded capacity to accommodate additional students and enable current students to take advantage of state-of-the-art technology and spaces specifically configured to serve ever-evolving student, faculty and staff needs.

**Manhattan**

The Manhattan campus is located in the heart of New York City’s Financial District. The global hub of finance and business, the area is also home to many of the city’s human services, emergency management, and educational institutions and organizations.

With 110,000 sq. ft. of space three blocks south of the World Trade Center, the Manhattan campus provides significant advantages for the MCNY community, including a more advantageous location to partner with local businesses and community groups, greatly improved transportation options, and panoramic views of the Hudson River and lower Manhattan.

The campus features modern facilities, including state-of-the-art classrooms and the Learning Commons, a dynamic space that houses the Office of Academic Support and Library. A large community space enables the college to host events and activities for students and the local community.

**Bronx**

The Bronx campus is an anchor of Triangle Plaza Hub, a mixed commercial project that is at the heart of redevelopment in the South Bronx, which is rebounding after decades of decline. MCNY built this 26,000 sq. ft. campus with sufficient space for student and academic support services and library services. It has the capacity to serve up to 500 students.

The Bronx campus features 17 classrooms, three computer labs and a multi-purpose conference space, allowing the college to host large events and to build neighborhood partnerships. The campus has already become an integral part of the local community, giving the college enhanced public presence, improved facilities for students and staff, and enormously strengthened possibilities for community outreach and service. MCNY’s goal is to serve as a magnet for area residents and a community gathering place, providing opportunities for MCNY students to interact with neighborhood organizations and empower community residents.

Moving forward, the Bronx campus will create permanent jobs for faculty members, administrators and support staff. MCNY will also help to contribute to the development of the South Bronx workforce as graduates from neighboring areas work in and invest in their own community.
President

“Collaboration and partnership have been the cornerstones of my success, and I am confident that they will be the foundation of another successful decade as Metropolitan College of New York reaches new heights in the realization of its distinctive and vital educational mission.”

- Dr. Joanne Passaro

Dr. Joanne Passaro became MCNY’s sixth president on July 1st, 2018. In her first year, she led the successful reaffirmation of the College’s accreditation through the Middle States Commission on Higher Education; strengthened the student-centered focus of all programs and services; oversaw the development of new undergraduate and graduate programs, including a new international partnership; and expanded the Office of Development, leading to increased fundraising success from individuals and foundations.

Prior to MCNY, President Passaro served as Provost and Vice President for Academic Affairs at Carroll University in Waukesha, Wisconsin. At Carroll, she led the development of more than 20 programs, launched a new School of Business and led both primary and program-specific accreditations. She previously served as Interim Vice President for Academic Affairs at Point Park University in Pittsburgh, Pennsylvania and as Acting Provost and Vice President for Planning and Institutional Assessment at Mercy College, here in New York.

President Passaro is a cultural anthropologist who holds B.A. and Ph.D. degrees from Duke University. Her research work with homeless men and women in New York City cemented her commitment to higher education and social justice. Born in Brooklyn and raised in Queens, President Passaro and her spouse live in Lower Manhattan.
### Key Indicators

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<tr>
<th>Category</th>
<th>Details</th>
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<td>Investment in Plant, less depreciation</td>
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<td>Cost of Operating Plant</td>
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<td>Student Enrollment</td>
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<td>Graduate Headcount</td>
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<td>Total</td>
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<tr>
<td>Tuition Discount Rate</td>
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<td>Retention Rate</td>
<td>34% (First-time Freshman) 45% (New Transfers)</td>
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<td>Graduation Rate</td>
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<td>Living Alumni</td>
<td>11,306</td>
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<td>Student : Teacher Ratio</td>
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<td>Degrees Awarded</td>
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<tr>
<td>AS/BBA in Business</td>
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<td>AA/BA in Emergency Management &amp; Business Continuity</td>
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<tr>
<td>BBA in Healthcare Systems Management</td>
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<td>AA/BPS in Human Services</td>
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<td>AAS in Information Technology</td>
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<td>BBA in Information Technology Management</td>
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<tr>
<td>MSED in Childhood/Special Education</td>
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<td>MBA in Financial Services</td>
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<td>MBA in General Management</td>
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<td>MBA in Health Services &amp; Risk Management</td>
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<tr>
<td>MBA in Media Management</td>
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<td>MPA in Emergency &amp; Disaster Management (Traditional and Online)</td>
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<tr>
<td>MPA in Public Affairs &amp; Administration</td>
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Application Procedures

The review of completed applications will begin on October 2nd, 2019 and continue through the search committee's selection of continuing candidates. To ensure full consideration, candidates are asked to submit their application materials through our secure website here.

For Further Information:

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MNCY Policy

Metropolitan College of New York is an Equal Opportunity Employer and all qualified applicants will receive consideration for employment without regard to age, race, color, religion, sex, sexual orientation, gender identity or expression, national origin, disability status, protected veteran status, or any other characteristic protected by law.

www.mcny.edu