

LE MOYNE

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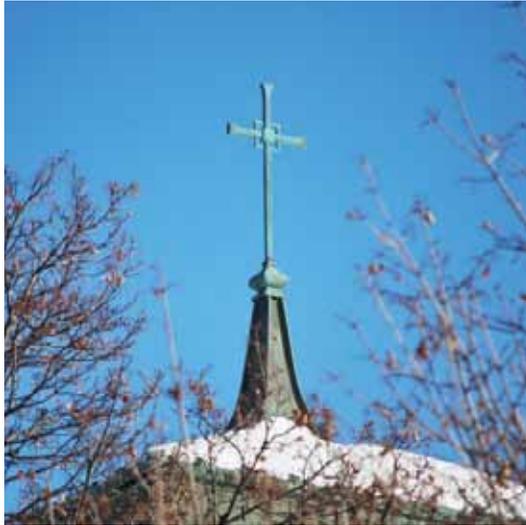
SYRACUSE, NEW YORK

VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

Leadership Profile



This leadership profile is intended to provide information about Le Moyne College and the position of vice president for enrollment management. It is designed to assist qualified individuals in assessing their interest in this position.



The Opportunity

Le Moyne College invites applications and nominations for the position of vice president for enrollment management.

One of 28 Catholic, Jesuit colleges and universities in the United States, Le Moyne was the first to open as a co-educational institution. Since its founding in 1946, the College has modeled and strengthened the 474-year-old Jesuit educational tradition. Today, Le Moyne enrolls approximately 2,785 undergraduate and 534 graduate students from 33 states and 35 countries, operates with a \$75 million FY14 budget (net of financial aid) and reports an endowment of \$143 million. Located in the heart of Central New York, Le Moyne's hilltop campus overlooks the city of Syracuse and lies between the Finger Lakes and the Adirondacks in a region of rolling hills, lakes and streams. A diverse learning community, Le Moyne is recognized for its academic excellence and commitment to educate the whole person.

This is an exciting time in Le Moyne's history. On July 1, 2014, Linda Le Mura will become the 14th President of Le Moyne College, and make history as the first female lay president of a Jesuit institution worldwide. President-elect Le Mura has a strong vision for the future of Le Moyne, one based on its historic past and promising future as an outstanding nationally recognized liberal arts institution. The Princeton Review ranked it as one of the nation's premier institutions for undergraduate education and included the College in its guide, *The Best 378 Colleges*, 2014 Edition. In fall 2008, Le Moyne was the recipient of a transformational \$50 million bequest (the McDevitt Endowment), the largest single gift in the history of the College and one of the largest ever for a Jesuit institution. These developments continue to affirm Le Moyne's excellence as a college and the value of the Jesuit education it provides.

It is worth underscoring that this is not a status quo position. As the College's chief enrollment officer, the vice president will provide the leadership, direction and coordination for a comprehensive and innovative enrollment management strategy that is uniquely innovative, is continuously assessed and refined, and is consistent with the goals, mission and resources of Le Moyne College.

The vice president for enrollment management reports to the president and will work collaboratively with the other vice presidents, deans and other members of the College's leadership team to capitalize on the considerable institutional interest in supporting and participating in enrollment efforts both on campus and across the nation. As a member of the president's cabinet, you will partner with dedicated colleagues who work tirelessly to cultivate daring thinkers, reflective leaders and caring citizens each and every day.

With management responsibility for a staff of 31, the vice president will have direct oversight of the registrar, undergraduate admission, graduate admission, financial aid, the Liberty Partnerships Program, Upward Bound and the Science and Technology Entry Program.

Essential to the College's future, the vice president for enrollment management will attract, enroll and help retain a highly accomplished, multi-faceted and diverse student body committed to the values and ideals of the College. He or she will be a seasoned, talented and highly analytical enrollment leader with strong communication skills and the ability to focus and lead an organization to set and achieve strategic outcomes. The ideal candidate must possess the skills to build upon the successful, data-driven and collaborative environment that has led to our past successes and reinforce the learning opportunities that are available to the enrollment management staff. The vice president must possess a deep understanding of, passion for and ability to articulate the benefits of liberal learning and the Jesuit tradition of education; an appreciation of the centrality of diversity; and significant management, marketing, communications and leadership experience in enrollment management. A bachelor's degree is required; an advanced degree is preferred.

The Division of Enrollment Management

Undergraduate and Graduate Admission

The Le Moyne student body is made up of 2,785 undergraduates and 354 graduate students (40 percent male; 60 percent female) from all over the country and the world.

For the Class of 2018, applications were received from 4,854 first-year candidates. From those applicants, 4,103 were selected and 703 first-year students have deposited as of May 1 (a yield of 17.1 percent). The first-year retention of full-time, first-year students is approximately 87.5 percent and the six-year graduation rate is 73.8 percent. The typical profile of the Le Moyne first-year student includes an average GPA of 89 or above. The middle 50 percent of admitted students on the Critical Reading portion of the SAT scored between 480 and 580; the middle 50 percent on the Mathematics portion scored between 490 and 610. Approximately 4 percent of incoming first-year students are enrolled in the honors program.

The staff in the Office of Undergraduate Admission is dedicated to using every resource available to them to cultivate the highest quality first-year class possible, and to ensuring that the size of the class is the right fit for the College. The results for fall 2014 will mean that, for four of the past five years, Le Moyne has welcomed a record number of first-year students while working to keep the College accessible and affordable. The admission staff has consistently attracted high-caliber students to Le Moyne who reflect a diversity of experiences and ambitions. To achieve this success, the staff has undertaken initiatives such as refreshing the programs it holds on campus for prospective students and encouraging more contact between prospective students, professors, alumni and other stakeholders.



Financial Aid

The cost of a Le Moyne education is approximately \$46,200 per year – including tuition, fees, room, board and personal expenses such as travel and books.

The College commits \$34 million annually to financial aid, which is used to help 90 percent of its students. In one recent year the average financial aid package for a first-year student entering Le Moyne was almost \$20,000. The College has earned recognition from the editors at *Barron's* and *U.S. News & World Report* as one of America's "Best Buys in College Education."

Students can help finance their education through loans, scholarships, grants and work-study opportunities. The College awards numerous merit-based and program or major-based endowed scholarships, as well as athletic scholarships. In addition, students who demonstrate financial need may be eligible for additional federal and state funds, as well Le Moyne's work-study program.

Liberty Partnerships Program

The purpose of the Le Moyne College Liberty Partnerships Program (LPP) is to provide a broad range of supportive services which will enable at-risk and underperforming students to graduate from high school and enter some form of postsecondary education and/or a career of choice. The Le Moyne College Liberty Partnerships Program is a collaborative project between the New York State Education Department, Le Moyne College and the Syracuse City School District. First created in 1989 by Gov. Mario Cuomo to increase the graduation rate of youth who may be at risk of leaving high school, the Le Moyne LPP is one of 59 Liberty Partnerships Programs from throughout the state currently funded by the New York State Education Department. Each year, the Liberty Partnerships Program provides services to approximately 200 Henninger and Nottingham high school students.

Upward Bound

The Higher Education Preparation Program / Upward Bound Program has been designed to provide high school students with an intensive and challenging academic experience – one that promises to contribute to students' overall development as they prepare to transition from high school graduation to college enrollment. Courses covered in the program include math, science, computer applications, personal growth, writing, composition and laboratory sciences. There is an academic year (September to June) and a summer program (June to August), during which, if qualified and approved, students stay on the Le Moyne campus.



Science and Technology Entry Program (STEP)

The Le Moyne College Science and Technology Entry Program (STEP) is one of 51 STEP programs in New York state. Serving 80 students in Nottingham High School, Henninger High School and all of Onondaga County, the program is a collaboration of the New York State Education Department Le Moyne College and the Syracuse City School District. Since 1987, STEP has prepared historically underrepresented and economically disadvantaged students for college and their pursuit of careers in math, science, technology and the health-related or licensed professions.

The Role of the Vice President for Enrollment Management

Reporting to the president and working collaboratively with the other vice presidents, deans and other members of the College's leadership team, the vice president for enrollment management assumes broad leadership within the institution, providing the vision, strategy and operational direction to enhance the College's current and future enrollment.

As a member of the president's cabinet, the vice president for enrollment management serves as a key member of the senior team that provides guidance and leadership for the entire College. In ensuring that Le Moyne achieves the enrollment goals of its strategic plan, the vice president will have oversight for a staff of 31.

Working closely with the president, the vice president develops and manages processes for communicating and marketing the strengths of Le Moyne's academic and student-life programs to prospective students and the extended community. The vice president also ensures utilization and further development of a state-of-the-art records management and registration operation and optimizes institutional resources to recruit and retain students.

Chief responsibilities include, but are not limited to, the following:

- Promote the mission of the College;
- Serve as a central and vital member of the College's senior leadership team, working supportively, collegially and interdependently with colleagues to lead across the institution;
- Continue the development and implementation of the College's comprehensive enrollment program, including market assessment and segmentation, brand marketing, promotional strategies and recruitment tactics to meet the College's enrollment goals; among these goals are: advancing the academic profile, maintaining enrollment headcount, meeting net revenue goals and diversifying the student body;
- Partner with the assistant vice president for marketing and communications in the development, design and execution of an integrated branding, marketing and communication strategic plan;
- Lead Le Moyne's enrollment function with vision, integrity, inclusiveness, sound judgment, wisdom and energy, engendering a team approach across the integrated functions of undergraduate and graduate admissions, registrar, financial aid and opportunity programs;
- Further develop and support a strong enrollment staff that is optimistic, excited about change, responsive, innovative, analytical, energetic, results oriented and student centered;
- Build upon the successful, data-driven environment that has led to our past successes and reinforce the learning opportunities that are available to the enrollment management staff;
- Make data-informed proposals and decisions while seeking both standard and creative ways to achieve enrollment goals;
- Routinely analyze data to shape strategic directions and make appropriate adjustments to an integrated marketing plan that clearly identifies and defines historical enrollment patterns and forecasts trends in new student markets; regularly reassess effectiveness of recruitment activities and financial aid programs and make appropriate adjustments so as to lead an effort that is continuously proactive and responsive to market forces and the College's needs;
- Exploit cutting-edge communications technology to reach students in the ways they can best hear and respond to;
- Work closely with the president, vice president for finance and administration, registrar and the director of financial aid to optimize financial aid, pricing and the leveraging of institutional resources to recruit and retain students and manage the discount rate and net tuition revenues;
- Work closely with the vice president for student development to leverage a vibrant four-year residential program with first-time and transfer students in order to maximize housing occupancy;
- Engage in continuously reflective, analytically rigorous and technically sophisticated dialogues with senior leadership about enrollment realities and possibilities;
- Lead a transparent and forward-looking budgeting process for the enrollment area that aims high, projects clear outcomes for expenditures, and evaluates achievements in the context of cost effectiveness;
- Facilitate ongoing communication and a strong working relationship with other service providers within the institution including: faculty, the Office of the Bursar, the Office of Student Development, the Department of Athletics, Sodexo, etc. Formal and informal contacts must be generated to maintain the communication and collaboration required to meet the priority goals of recruitment and retention of all students;
- Provide the vision for a state-of-the-art records management and registration operation and empower the registrar to continually assess and refine the strategy and tactics needed to achieve objectives in a rapidly changing technological environment;
- Promote frequent personal interactions with prospective students and their families by developing programs and creative initiatives to engage Le Moyne faculty, staff, students, alumni, trustees and parents in the enrollment effort;

- Develop a proactive plan to build strong partnerships with the members of the high school counseling community across the country and the world, so they can best understand and communicate the College’s distinctive culture, academic programs and quality of student life; and
- Fulfill other duties as assigned by the president.

Opportunities and Expectations for Leadership

The new vice president will have the opportunity to make a significant impact in shaping the vision and direction of enrollment at the College. For a talented, opportunistic and analytically sophisticated professional, this is a transformational position in which he or she will be able to lead Le Moyne to a new phase of success in envisioning, planning for, recruiting, admitting and graduating an increasingly talented and diverse student body.

It is essential that the new vice president build and maintain strong, collaborative and facilitative relationships with leadership across the College, working collegially with faculty, deans and senior officials and providing strong leadership while engendering trust and exhibiting excellence. The new vice president must have outstanding communication skills and be able both to listen and collaborate, acting as a team player in support of the College as a whole.



Key challenges and opportunities for the vice president’s first few years in office include, but are not limited to, the following interrelated imperatives:

Develop a comprehensive and forward-looking enrollment strategy that is aligned with the College’s strategic plan

Upon coming to Le Moyne, the vice president will thoroughly examine current enrollment practices to assure an informed and analytical approach to crafting a shared vision for enrollment that all can embrace. The College has already identified several areas of opportunity, including continuing to improve the academic profile of incoming students, decrease the discount rate and increase out-of-region enrollment, but the vice president will truly have the opportunity to shape and implement a new vision for enrollment strategy at the College. In building this plan, the vice president will work closely with senior leadership as well as other College officials to develop an integrated and comprehensive multi-year strategic student enrollment plan. This plan will guide the enrollment staff in supporting the College’s academic and strategic objectives, buttressing the College’s goal to be optimally positioned for success while making the best use of available resources.

The new vice president will examine the entire undergraduate and graduate admission and financial aid program with an eye to dreaming big: envisioning the optimal enrollment picture for the College and developing the structure, programs, initiatives and resources required to get there. The president and the vice president are strongly committed to supporting the

highest possible ambitions. While there is obviously a limit to what can happen, leadership seeks a vice president who will make strategic requests backed by solid planning, robust data and rigorous analysis clearly tied to measurable objectives and goals. In doing so, the vice president will be asked to formulate a strategic and coordinated enrollment plan that is proactive and ambitious while maintaining the flexibility required to anticipate and respond to the rapidly shifting enrollment realities of the region, the nation and the world.

Work collaboratively across the College to enroll a highly talented and diverse student body



With recent success in growing enrollment, Le Moyne is refocusing its efforts to continue increasing academic quality and diversity in its entering classes while controlling and lowering the discount rate. This is critical to achieving academic excellence and reflects Le Moyne's aspirations as a premier Jesuit liberal arts college. In achieving this effort, Le Moyne will be well served by an ambitious and forward-thinking enrollment leader who is committed to quality, access and enhancing the College's national and global reach. The vice president will continue to move the academic bar by enrolling increasingly talented classes of students who are prepared for the rigors of a strong liberal arts residential college. Additionally and related, the vice president will work toward increasing diversity in all its forms,

including the geographic, socio-economic and racial diversity of both the undergraduate and graduate student populations. He or she will be charged with helping to raise the level of discourse across the College in regard to targeted enrollment and the appropriate mix of students, and the vice president will strategically employ both new and proven outreach methods so as to increase these populations within the student body, working in partnership with all areas of the College.

Engage the entire College community in discussing the enrollment vision and strategy, fostering a culture of openness, inclusion and precision

The new vice president will be expected to lead an open and continuous exploration of enrollment possibilities at multiple levels and places within the College community. He or she will build a culture of collective discussion and maintain strong, collaborative and facilitative relationships with leadership across the College. Frequent and ongoing dialogue with senior administrators and faculty will engender cooperation, trust and confidence and will be essential to the success of the enrollment functions. He or she will work collaboratively to develop and manage student enrollment goals with the overall objective of everyone working toward the same target. The vice president will convey the vision for enrollment and promote a tone in the Le Moyne community of open conversation and common goals so as to engage and galvanize students, staff, faculty, parents, trustees and alumni in helping achieve the enrollment vision.

The vice president will engage with leadership in a continuous conversation about enrollment opportunities, possibilities and tradeoffs, making transparent both current and potential benefits and costs associated with various paths and policies. The College is specifically seeking a thought leader who will be an independent voice, apprising leadership of both high points and limitations and challenging and extending their best thinking.

The vice president will model and encourage an openness of communication and accountability in decision making and information sharing. Acting as a strategic partner to academic and administrative leaders to enhance recruitment and retention, the vice president will assist leadership in achieving their goals for the College, bringing a positive attitude and an approach that seeks workable solutions. The vice president will find a president and senior colleagues who are receptive to new ideas, eager for change, open to being challenged and eager to support progress.

Guide retention efforts

The vice president will be one of several key individuals at the College charged with improving retention. This will require a sophisticated approach to analytics in studying which student populations experience the greatest success at the College or might benefit from interventions. At the undergraduate level, the vice president will be charged with attending constantly to the entire enrollment trajectory of the individuals brought into the College community. Working closely with the provost, the vice president for finance and administration and the vice president for student development, the vice president for enrollment management will provide insight and strategic thought to existing and evolving initiatives aimed at supporting first to second year retention and overall undergraduate persistence. At the graduate level, the vice president will serve as a thought partner to academic leadership in analyzing student success and time to degree and the further questions and implications that arise from such examinations.

Structure and systematize information sharing and statistical reporting

Support for and interest in enrollment at the College is high and leaders across Le Moyne are eager to participate in an informed dialogue about enrollment opportunities, challenges and tradeoffs. The new vice president will partner with other senior leaders to understand their needs and objectives, developing and implementing short- and long-term plans for open and systematic communication and sharing of knowledge across the College and its offices, providing a channel for collaboration among key administrators to work together toward individual and College-wide goals and toward enhancing the overall student experience.



Personal Qualifications and Personal Qualities

The vice president for enrollment management must possess a deep understanding of, passion for and ability to articulate the benefits of liberal learning and the Catholic Jesuit tradition of education; an appreciation of the centrality of diversity; a strong analytic and strategic operating style; and significant management, marketing, communications and leadership experience in enrollment management. A bachelor's degree is required; an advanced degree is preferred.

In addition, the vice president should demonstrate:

- **Proven effectiveness and expertise in enrollment and change management:** significant professional experience managing the complex interplay of marketing and recruiting strategies, enrollment goals and revenue targets, yield and financial aid; genuine enjoyment in leading an enrollment function which supports the institutional goals and objectives; and an understanding of enrollment management best practices nationally;
- **Vision and leadership:** ability to lead the creation of Le Moyne's future student body with vision and creativity; an entrepreneurial outlook and eye to new possibilities and emerging challenges; and an ability to build and motivate a team and to inspire joy in one's work;
- **An ability to keep both the big picture and operational details at the forefront:** evidence of ability to focus and lead an organization to achieve the elements of a strategic plan and to continuously assess and refine the organizational plan, structure and operations as the plan evolves; comfort with delegating day-to-day management and decision making to senior managers with the understanding that, at times, this position requires demonstrated functional-level competence and supervision of tactical level projects; and a sophisticated understanding of the laws and regulations that significantly impact enrollment operations;

- **Strong analytical capacity:** to produce forward-looking, transparent strategic plans and budgets that link expenditures to outcomes; assess the effectiveness of how recruitment and financial aid funds are employed to achieve enrollment goals; willingness to engage in a continuous dialogue about enrollment and other areas with the president and senior leadership; and an ability to apply the most sophisticated analytical approaches to cultivation and aid awarding coupled with the ability to work smoothly with the most analytically and strategically advanced external and internal consultants and partners;
- **Demonstrated ability in creatively marketing a selective institution so as to achieve superior levels of enrollment performance:** proven success in innovative thinking and risk taking combined with excellent execution of both complex and routine marketing strategies; a record of taking programs to new levels of success; ability to carry out marketing functions with close attention to the needs of the College and the match between it and its potential students; and an ability to think creatively and to leverage technology with a sensitivity to and understanding of the human/cultural impact;
- **Mature communication skills:** strong speaking and writing skills with the ability to articulate a vision effectively to all constituencies, including the enrollment management staff, faculty and administrators, alumni, trustees and the public; and
- **Personal qualities:** a sense of urgency and engagement; articulate; honesty, integrity, candor and a strong internal moral compass; personal generosity toward one's staff and colleagues; optimism, confidence and excitement about change; a genuine interest in forming a team and the capacity to motivate; ability to observe, listen, learn and clarify needs while engendering trust quickly among various constituencies; wisdom and sound judgment; good sense of humor; proven skill dealing with complex and diverse cultures, backgrounds and perspectives; a strong personal and professional commitment to the central ethos of Catholic and Jesuit education, including the ability to advocate effectively for it.

Le Moyne College: An Overview

Le Moyne College is a diverse learning community that strives for academic excellence in the Catholic and Jesuit tradition through its comprehensive programs rooted in the liberal arts and sciences. Its emphasis is on education of the whole person and on the search for meaning and value as integral parts of the intellectual life. Le Moyne College seeks to prepare its members for leadership and service in their personal and professional lives to promote a more just society.

Founded by the Society of Jesus in 1946, Le Moyne is the second youngest of the 28 Jesuit Colleges and universities in the United States and the first to open as a coeducational institution. It was named in honor of Simon Le Moyne, S.J., a priest, missionary and teacher with a considerable influence on Central New York.

Le Moyne's first classes were held in downtown Syracuse before excavation began on the former Gifford Farm. It was there that the College's first two structures, now known as Grewen Hall and the Coyne Science Center, were built in 1948. Today, the campus includes three academic buildings and 15 residential buildings as well as a chapel, library, performing arts center, Jesuit residence, campus center and athletic facilities. Although it is now in its sixth decade, the College remains true to the ideals and the 474-year-old intellectual and religious tradition upon which it is based. It is committed to its founding ideal of embracing love, truth and peace and to providing students with a well-rounded liberal arts education. Courses in English, history, religion and philosophy remain at the core of a student's academic experience at Le Moyne.

At the same time, Le Moyne is also a progressive institution, growing and developing in the Ignatian spirit of adaptation to current needs. It provides educational opportunities for commuter and residential students as well as for older students eager to continue their education alongside their traditional college-age peers.

Today approximately 2,749 undergraduate students and 590 graduate students are enrolled at Le Moyne. More than 700 courses are offered, leading to Bachelor of Arts or Bachelor of Science degrees in more than 30 different majors, or master's degrees in nursing, business administration, physician assistant studies, education and, as of next academic year, information systems.

Le Moyne's student-to-teacher ratio of 13:1 and average class size of 20 assure personal attention for every student and lots of opportunities for dialogue in and out of the classroom. Internships, international study programs and service opportunities provide a real-world context for learning and professional development. The Le Moyne College Center for Continuing Education offers evening classes for those wishing to pursue their degree on a part-time basis.

Le Moyne will welcome its 14th president on July 1. It is governed by a 32-member Board of Trustees, with support from a Board of Regents whose 44 members serve in an advisory role to the College.

Le Moyne's Identity

Le Moyne is a distinctive campus in that, beyond its warmth, welcome and community building spirit, is fully dedicated to cultivating the potential of each student – heart, mind and body. Civic engagement, respectful discourse and creativity mark the educational experience, which is shaped by the presence of Jesuits on campus and by the powerful mission of the Society of Jesus: to serve the faith through promotion of justice, openness to other cultures, and dialogue with other faiths. Le Moyne cultivates broadly educated, compassionate persons equipped with the knowledge and the tools to fulfill their potential and empowered to direct their education to the betterment of our complex 21st century world. Le Moyne seeks to model social justice in the many communities it serves and encompasses, its student body, its departments, as well as institutionally, regionally and globally. It is a respected partner in the region.

Academics

The College has three academic divisions – the College of Arts and Sciences, the Madden School of Business and the School of Graduate and Professional Studies – which offer 40 academic programs in more than 30 major areas of study. The College's faculty members have outstanding academic credentials and are committed to balancing their scholarly pursuits, often involving undergraduate participation; their commitment to teaching excellence; and their accessibility to students. Undergraduates choose from majors in areas ranging from professional studies, such as nursing or accounting, to the sciences, humanities and social sciences. Le Moyne's college-wide core curriculum provides a solid foundation with emphasis on literature, philosophy, history, religious studies, natural science and social sciences, integrating the liberal arts with all majors. The largest undergraduate majors are biological sciences, psychology and business administration, with significant numbers of students across many majors working toward certification as elementary, special and secondary educators.

For students seeking greater academic challenges, Le Moyne offers two types of honors programs. Departmental Honors programs are offered in many majors for academically exceptional students; these generally require students to engage in a



scholarly honors project. The Integral Honors Program is offered for outstanding undergraduates who wish to delve deeper into interdisciplinary study. Seniors in this program must complete a final honors project in collaboration with a faculty advisor. There is a strong commitment to faculty-student research across all disciplines, with many students conducting research abroad, presenting their findings at professional conferences, and publishing in scholarly journals.

Graduating students enter a variety of professional programs and articulation agreements with other institutions exist for several affiliated programs, including formal accelerated 3-4 programs in dentistry, optometry and podiatry; a 3-3 program in physical therapy; several 3-2 programs in engineering; and a new five-year bachelor's plus master's program in engineering, developed in conjunction with Syracuse University's L.C. Smith School of Engineering. Another 4+1 agreement with Syracuse University's Maxwell School of Citizenship and Public Affairs began this year, and two similar programs are in development with Cornell University. In addition, a direct entry accelerated 3+2 program in conjunction with Le Moyne's own Physician Assistant Studies program allows students to earn both a bachelor's and a master's degree from the College in five years, and a five-year program in accounting leads to a bachelor's degree in accounting and an M.B.A. Le Moyne's on-campus graduate offerings include master's programs in business, education, nursing, physician assistant studies and, as of next year, information systems.

Student Life

At Le Moyne, extracurricular and co-curricular activities are valued partners with academics in the enhancement of the total college experience. Numerous and diverse clubs and organizations provide opportunities for students to meet and interact with others who share their interests, as well as to discover new ones. The Le Moyne Student Programming Board, an active standing committee of the Student Government Association, is responsible for providing a variety of educational, social and cultural activities including concerts, films, lectures and special events.

Campus Ministry provides students and staff with a number of ways to develop their faith and promote the life of the larger community. It offers sacramental preparation for those who would like to receive the sacraments of baptism, communion and confirmation, and hosts a series of retreat programs that focus on diverse forms of prayer and reflection. Campus Ministry also finds ways for students to give back to others, through local service activities and Alternative Breaks, where students devote their vacation to performing community service. Campus Ministry also has trained professionals who are available for the spiritual needs of Le Moyne staff and students.

Athletics and campus recreation play a crucial role in Le Moyne's mission to educate the whole person. More than 75 percent of Le Moyne students participate in some form of athletics or campus recreation, and it is a common occurrence to see students and faculty together using the athletic facilities. The College is a member of the National Collegiate Athletic Association and fields a total of 17 intercollegiate athletic teams that compete in the Northeast-10 Conference, the premier Division II athletic conference in the country. Le Moyne student athletes have achieved 20 consecutive semesters of overall GPAs above 3.0. Le Moyne has competed with excellence on the national stage with four national championships in men's lacrosse (2004, 2006, 2007, 2013), an individual national champion in women's swimming (2008), a national championship runner-up finish in women's lacrosse (2012) and a national championship "final four" appearance by the men's soccer team (2009).

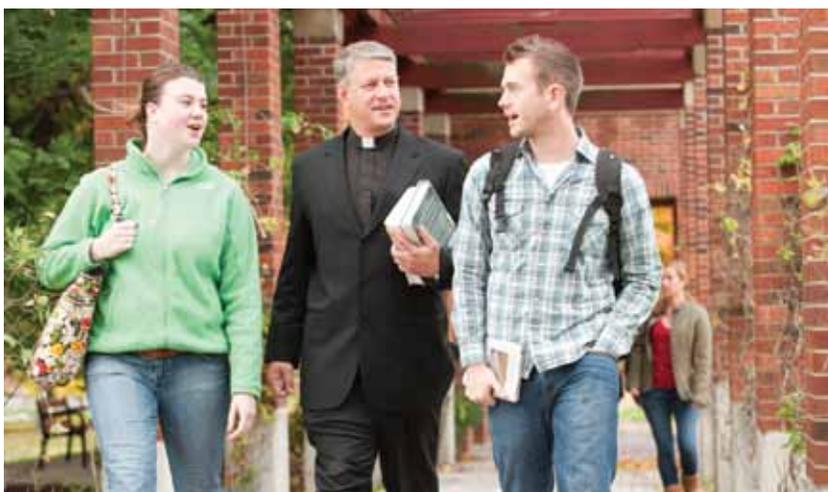


The arts are an increasingly vibrant element of the Le Moyne experience. The W. Carroll Coyne Center for the Performing Arts (PAC) is a 20,000-square-foot facility dedicated to education and performance at Le Moyne College. The PAC includes two theatres, dance and design studios, classrooms and production shops. It is home to 11 student performance ensembles, is the campus venue for visiting professional artists and hosts two community outreach organizations, The Gifford Family Theatre and Music Journeys, Inc.

Students participate in a wide variety of local, national and international community-based learning opportunities including study abroad, internships, service learning and faculty/student research. Over 100 students study in 15 countries in both long- and short-term study abroad programs each year. In addition, 150 students participate in internships at such companies as Lockheed Martin, Blue Highway, Golisano Children's Hospital, Syracuse City School District, St. Joseph's Hospital and Upstate Hospital. Many of our faculty members also offer opportunities for students to conduct research during both the academic year and summer months.

Finances

The College's operating budget for the 2013-14 academic year totals \$75 million (net of financial aid). Tuition (and other miscellaneous income) represents \$68.3 million of the College's revenues. Financial aid totals \$34 million, producing net tuition revenues of \$47.8 million. The balance of revenues is derived from federal and state grants, private gifts and grants, student housing and dining revenues and endowment and investment income. The current value of the College's endowment is \$143 million.



Institutional Advancement

In 2010 Le Moyne successfully concluded the most ambitious campaign ever for the College (the Achieving New Heights Campaign) by raising more than \$91 million against a goal of \$50 million. The campaign was dedicated to supporting key capital projects, the endowment and the Le Moyne College Fund. Central to this effort was the \$50 million McDevitt gift (see <http://mcdevitt.lemoyne.edu>), the largest gift to any nonprofit organization in the Syracuse region. The College continues to benefit from and leverage the McDevitt gift in many ways.

The current focus of the Division of Institutional Advancement is directed toward a \$15 million campaign to establish the Madden School of Business and, since the launch of the campaign in the spring of 2012, it has raised \$17 million toward the \$15 million goal (including a \$7 million naming gift, two \$1 million gifts and \$2 million in economic development funding from the state of New York for an innovative initiative to embed a high-technology start-up company on the Le Moyne campus to foster collaboration and research between the company's scientists and the students and faculty from both the Madden School and the sciences).

Le Moyne enjoys exceptionally strong support from its alumni as evidenced by a 2012-2013 participation rate of 18.69 percent in annual giving. In a 2011 survey, the participation rate for Le Moyne alumni placed the College 11th among the 97 Catholic institutions in the survey and fourth among the Jesuit institutions. The division continues to build alumni support for the College through a robust program of engagement and stewardship and by capitalizing on electronic and social media to connect with its alumni, especially the youngest members of this constituency.



Leadership

In April 2014, it was announced that Linda LeMura, Ph.D., will become the College's 14th president. Dr. LeMura is the first female lay leader of a Jesuit institution of higher education in the world. An expert in the fields of pediatric obesity, pediatric applied physiology, lipid metabolism and energy metabolism, Dr. LeMura has worked at Le Moyne since 2003. She served first as dean of arts and sciences and later as provost and vice president of academic affairs before being selected to serve as president by the board of trustees.

The president is the College's chief executive officer and reports to the board of trustees which currently numbers 32 members. The president is supported by a strong leadership team comprising five vice presidents: the provost and vice president for academic affairs, the vice president for enrollment management, the vice president for institutional advancement, the vice president for finance and administration and the vice president for student development.

Campus and Community

Le Moyne College's 160-acre campus is located in suburban Syracuse, in the heart of Central New York. Campus facilities and resources include academic buildings equipped with smart classrooms; a variety of student residences for the nearly 1,500 residents, from single rooms to townhouses to apartments; the College's library with a collection of more than 260,000 volumes and subscriptions to 135 databases; a chapel that features a community meeting room and place for private prayer and reflection; a student center with a lounge, pub and dining area; a recreation center with an elevated track and 25-yard pool; a performing arts center with a theatre and classrooms; and a residence for the members of Le Moyne's Jesuit community. Thanks to the College's enrollment and philanthropic success, over the past three years the institution has engaged in new building and renovation activities that represent the largest level of construction since its founding. The cornerstone of this activity is a \$20 million, 48,000-square-foot science building; opened in January 2012, the facility has received several design awards and earned LEED certification at the Gold Level. During the summers of 2012, 2013 and 2014, the College is renewing more than half of the Coyne Science Center (at a cost of \$15 million) leaving two floors to be renewed in future periods. In 2012 the LaCasse Dining Center was totally refurbished for \$3 million, transforming the facility into a showpiece for Sodexo's new Dining by Design concept. This academic year, the College unveiled the new Madden School of Business, complete with a trading floor and financial education center. The renewal of this building will be completed this summer.

In 2010 and 2011, respectively, the Le Moyne Plaza (housing the College Bookstore, a café and pizzeria) and the Dolphin Den (featuring a food court, café and convenience store) opened. Both facilities have become vital gathering spots for students, faculty and staff, as has the new campus pub, which opened in 2012. Serving two important audiences are the Veterans House (opened in 2011) and the Alumni House (opened in 2013).

On the athletic side, in 2010 a multi-use turf field was unveiled at the Thomas J. Niland Jr. Athletic Complex; other recent additions to the complex include a varsity weight and training room (in 2011) and a new softball field (in 2012).

The Le Moyne campus, with its Syracuse location and situated between the Finger Lakes and the Adirondacks, is within easy driving distance to excellent skiing, boating, hiking and other outdoor recreation.

Syracuse has been recognized for its green initiatives and support of environmentally sustainable technologies. Syracuse is also home to the oldest and largest farmers market in New York State, where local farmers sell fruits, vegetables and flowers. Abundant local arts include outstanding regional theatre and other visual and performing arts. Local museums highlight science, art and the region's unique history.

Le Moyne College is a proud member of the Central New York community and is actively committed to that community in a variety of ways. Le Moyne contributes to the vitality and growth of the region through such activities as student service and internships, corporate partnerships, cultural and arts sponsorship and educational and literacy programs for area residents.

Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by no later than June 13, 2014. Candidates should provide a professional résumé, a letter of application that addresses the responsibilities and requirements described in this leadership statement and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via email to Diann Darmody-Ferris, Assistant Director of Human Resource (DarmodDL@LeMoyne.edu).

Le Moyne College values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Le Moyne College documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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