SEARCH PROSPECTUS: President

LaGuardia Community College
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Chancellor Félix V. Matos Rodríguez, The Board of Trustees of The City University of New York, and the Presidential Search Committee invite nominations and applications for the position of President at LaGuardia Community College, CUNY. LaGuardia Community College seeks an experienced, collaborative, visionary leader who is passionate about access, equity, and student success and supports the innovative pathways to higher education, continuing education, career, and economic advancement for the unique, diverse communities it serves.

LaGuardia Community College is a distinctive institution within The City University of New York, the nation’s leading urban public university. Founded in 1847, CUNY counts 13 Nobel Prize and 23 MacArthur (“Genius”) grant winners among its alumni. CUNY students, alumni and faculty have garnered scores of other prestigious honors over the years in recognition of historic contributions to the advancement of the sciences, business, the arts and a myriad of other fields. The University comprises 25 institutions: 11 senior colleges, 7 community colleges, William E. Macaulay Honors College at CUNY, CUNY Graduate Center, CUNY Graduate School of Journalism, CUNY School of Labor and Urban Studies, CUNY School of Law, CUNY School of Professional Studies, and CUNY Graduate School of Public Health and Health Policy. The University serves more than 272,000 degree-seeking students. CUNY offers online baccalaureate and master’s degrees through the School of Professional Studies.
LaGuardia Community College, located in the Long Island City neighborhood of Queens, one of the nation’s fastest-growing neighborhoods, educates and supports more than 36,000 New Yorkers annually through degree, certificate, and continuing education programs. The College’s guiding principle, “Dare to Do More,” reflects its belief in the transformative power of education—not just for individuals, but for the community and the country—creating pathways for many kinds of achievement.

Part of The City University of New York (CUNY), the College reflects the legacy of its namesake Fiorello H. LaGuardia, the former NYC mayor beloved for his championing the underserved. Since its doors opened in 1971, LaGuardia Community College programs regularly are recognized as national models for pushing boundaries to give people of all backgrounds access to a high quality, affordable college education.

LaGuardia Community College’s successes reflect the hard work and dedication of its faculty and staff—in order that students can write their own futures, immigrants can achieve their dreams, and small businesses can learn how to grow and thrive. As noted in a 2019 article in *Diverse Issues in Higher Education*, “LaGuardia has become a national leader for community colleges to holistically serve their students through academic, professional and personal development opportunities. The college is also home to often-replicated programs and initiatives, as well as community partnerships that bring workforce development and support to small business owners and entrepreneurs such as the Goldman Sachs 10,000 Small Businesses program and NYDesigns. An emphasis on wraparound supports provides students with access to a food pantry, on-campus employment, emergency funds and scholarships and affordable day care for parents.” This unique identity is evident in the mission statement and core values of the institution, developed collaboratively with the College community.

**MISSION**

LaGuardia Community College’s mission is to educate and graduate one of the most diverse student populations in the country to become critical thinkers and socially responsible citizens who help to shape a rapidly evolving society.

**CORE VALUES**

The institution’s values are woven into the culture of the College and guide the decisions, actions, and behaviors of the LaGuardia community—what we choose to do, how we carry out our work in all parts of the institution, and how we assess the outcome of our individual and shared efforts.

- **Learning**: Believing that everyone can learn, we foster a creative and collaborative environment that stimulates the intellect, inspires the imagination and enlarges our vision of the world.
- **Opportunity**: We invest in everyone’s capacity to fulfill their potential and continually advance through the exercise of individual talent and effort.
- **Innovation**: We strive for excellence through innovation, honoring the pioneering spirit of our institution.
- **Diversity**: We believe that diverse perspectives make us stronger and seek to learn from everyone’s unique experience and cultural inheritance.
- **Responsibility**: We aspire to be a caring community, holding ourselves individually and collectively accountable to each other.
• Over 36,000 students from 150 countries come to LaGuardia Community College each year.

• LaGuardia is ranked #5 among U.S. two-year colleges in economic mobility—moving low-income people to the middle class and beyond—in a Stanford University study.

• LaGuardia students are 45% more likely to transfer to a 4-year college than community college students nationally.

• Over the past decade, the LaGuardia Community College Foundation has raised more than $25 million for scholarships, emergency funds and new initiatives aimed at enhancing student success.

• Recent graduates have transferred to some of the country’s most selective institutions, including Brown, Columbia, NYU, Johns Hopkins, Sarah Lawrence, Cornell, Pepperdine, Georgetown and Vassar.

• The innovative enhanced semester structure—along with day, evening, weekend, online, and hybrid courses—allows students to complete an associate degree in two years, with more certainty, saving them time and money.

• LaGuardia has the largest English as a Second Language (ESL) program in New York City.

• During the past year, LaGuardia’s Business Services Programs have helped 2,731 small businesses grow and create 495 jobs.

• LaGuardia, a national voice on behalf of community colleges, has garnered major support from such leading funders as Goldman Sachs Gives, Bill & Melinda Gates Foundation, Robin Hood, Henry Luce Foundation, The Carroll and Milton Petrie Foundation, and The Teagle Foundation.

• LaGuardia is recognized as one of the U.S. colleges and universities that produced the most 2019-20 Fulbright U.S. Scholars, as two scholars from the College received this prestigious award.
LaGuardia Community College offers more than 60 majors, certificates, and programs, as well as 70 continuing education programs. These programs achieve remarkable results, based on commitments to student success that are shared across the institution.

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**LaGuardia HAS IMPROVED GRADUATION RATES FOR ALL STUDENTS**
Over the past five years, LaGuardia’s outcomes have been consistently higher than the national averages, and retention and completion rates are steadily increasing. For example, LaGuardia’s most recent three-year graduation rate (for full-time students entering in Fall 2015), was 26.9 percent, up from 16.3 percent for the entering class of 2011.

**LaGuardia Pays Sustained Attention to High-Need Students**
Most of LaGuardia’s high-need students tend to be low-income, first-generation college-goers, who are enrolled part-time. Half are immigrants. Many need basic skills and English as a Second Language (ESL) instruction to prepare them for college-level work, and these students benefit from proactive advisement support. To meet these needs, LaGuardia has strengthened advisement, learning communities, pre-first-year ESL, peer tutoring programs, and student success courses.

While paying close attention to the academic needs of low-income students, LaGuardia helps all students feel pride in their cultural heritages and emerging identities as citizens. LaGuardia supports many co-curricular activities that help students build upon their cultural identity in achieving success, including student leadership programs, clubs, faculty seminars on diversity and language acquisition, and integration of cultural themes into campus events.

**LaGuardia Is an Engine of Economic Mobility**
A recent Stanford study reveals some colleges are particularly effective at propelling students in the lowest economic brackets into the middle class. LaGuardia ranked fifth of all two-year colleges nationwide with high mobility rates, helping thousands of low-income students join the middle class.
LAGUARDIA HAS ESTABLISHED KEY ELEMENTS OF AN EFFECTIVE GUIDED PATHWAY

LaGuardia moved from a fragmented Student Affairs and Academic Affairs structure to an integrated Guided Pathways approach. Through shared work, the College has completed curriculum mapping, strengthened curriculum alignment, and initiated a successful First Year Experience. These are all factors in LaGuardia’s improved retention and graduation rates, as is Advisement 2.0, LaGuardia’s successful new advisement process.

Advisement 2.0 is driven by a commitment to support all students along a guided pathway to graduation. Advisement 2.0 brings together teams of faculty, staff, and peer advisors who provide “connected advisement,” comprehensive guidance using the digital Student Success Plan (SSP). Housed in an online dashboard, the SSP guides, documents, and connects advising conversations across teams and time. Most importantly, connected advisement using the SSP demonstrates a positive impact on retention. Students advised with an SSP are retained at an 84% rate compared to a 54% retention rate for students who are not advised and a 75% retention rate for students advised without the SSP. Students who participate in “connected advisement” accumulate credits faster and show a higher GPA.

Meanwhile, recognizing that developmental skills often block student progress, LaGuardia adopted the proven Carnegie Math Pathway, Statway, a co-requisite approach to developmental mathematics. Statway links developmental algebra to the study of statistics in a single, semester-long course. LaGuardia has developed a similar co-requisite model course for STEM students who need pre-calculus. As a result, the percentage of students who pass a Gateway credit-bearing math class in their first year has increased 16 points from the Fall 2013 cohort (31.1%) to Fall 2017 (47.1%). An accelerated approach to developmental writing has yielded similar improvement, reflecting the same commitment to guiding all students—regardless of where they start—on pathways that lead to academic and career success.

LAGUARDIA’S FACULTY VALUE HIGH-IMPACT PRACTICES

To advance student success, LaGuardia faculty engage students in high impact practices, those practices that are known to engage students and increase the depth of their learning. LaGuardia highlights undergraduate research, where students apprentice as scholars and scientists. LaGuardia has been a pioneer in learning communities, where students engage in integrated learning experiences that connect coursework with collaborative
assignments and field trips. LaGuardia has also more recently advanced work in the First-Year Seminar (FYS) and ePortfolio. Supported by a 2014 First in the World grant, work on FYS has yielded significant benefits for students. Rigorous evaluation shows that students who took FYS demonstrated a significant 15-point gain in next-semester retention. Students who took the FYS accumulated credits 16% faster than non-FYS students. Significant gains in all areas persist to students’ fourth semester.

LaGuardia has also built a nationally known electronic portfolio program to advance student engagement and success. Recognized as another high-impact practice, ePortfolio makes student learning and progress visible to faculty and advisors—and to students themselves as they reflect on what they have learned and gather evidence of learning to present to prospective employers or institutions where they might transfer.

LAGUARDIA HAS IMPLEMENTED A HIGHLY REGARDED OUTCOMES ASSESSMENT MODEL
Since 2002, LaGuardia has built broad faculty engagement with assessment centered on a common set of outcomes addressed in General Education and key courses in the majors. Assessing authentic learning artifacts in student ePortfolios, faculty design curricular changes that improve student learning. In 2012, Middle States accreditors cited LaGuardia’s “strong institutional culture of assessment of student learning, as well as [its] demonstrated maturity through multiple assessment cycles and meta-assessment.” The National Institute for Learning Outcomes Assessment (NILOA) cited LaGuardia’s proven ability to use assessment to help faculty make changes that improve student learning. The Bellwether Consortium of Community Colleges recognized LaGuardia’s assessment work, naming LaGuardia a finalist for the national Bellwether Legacy Award in 2019.

LAGUARDIA’S CORE COMPETENCIES ALIGN ACADEMIC AND CAREER CAPACITIES
In 2014, College governance approved a new set of Core Competencies, or Student Learning Outcomes (SLOs), focused on complex thinking skills, to be used in assessing not only General Education but also disciplinary majors and co-curricular learning. The new SLOs spotlight three Core Competencies: Inquiry and Problem Solving, Global Learning, and Integrative Learning, which students demonstrate through written, oral, or digital communication. Building these Core Competencies helps students succeed at LaGuardia and in advanced education at baccalaureate campuses and beyond.

LaGuardia’s Core Competencies also align well with the skills that employers say graduates need to succeed in the workplace. Surveys by Gallup, Hart Research Associates, and the National Association of Colleges and Employers confirm the importance of a widely accepted set of career readiness skills. Alignment with such skills highlights the ways that LaGuardia’s Core Competencies are in fact vital to 21st century success in education and career.

LAGUARDIA SUPPORTS STUDENT SUCCESS THROUGH PEER MENTORING AND ATTENTION TO WELLNESS
Each semester, the College employs 200 LaGuardia students to support a range of academic success activities. These programs include Peer Advisors who help other students with course selection and understanding curriculum requirements, Student Success Mentors who facilitate the development of an ePortfolio in the First-Year Seminar and Capstone courses, and Academic Peer Instructors in STEM-related courses. Their impact on student success is notable. For example, 82% of students assigned to a Peer Advisor who met with them in Fall 2018 and completed a Student Success Plan were retained from Spring to Fall 2018 versus 61% who did not meet with their Peer Advisor. In addition, LaGuardia supports the emotional and mental wellbeing of students as a critical part of their success. The MyLaGuardia app and website
encourage students to check in with the Wellness Center, where free counseling, workshops, and referrals are offered.

LAGUARDIA HAS VIBRANT CONTINUING EDUCATION AND WORKFORCE DEVELOPMENT PROGRAMS

LaGuardia’s Continuing Education (CE) Division is the largest such program in CUNY, generating more than 14,330 enrollments in 2018. CE offers a broad range of unique programs that help pre-college and/or working students move forward to credit enrollment, better jobs, or a career.

Since 1971, The English Language Center—the largest English language program in New York City—has helped more than 275,000 students from over 80 countries prepare for college, graduate school, or advancements in their work.

Pioneering Pre-College and High School Equivalency (HSE) programs at LaGuardia continue to make an impact regionally and nationally, and they have become models for others across the country. LaGuardia supports thousands of students each year to earn their HSE diploma through many kinds of preparations and college transition programs, courses, and services.

LaGuardia’s CE offers innovative career skills and training programs, taught by experts in their fields, to give students the knowledge, skills, and hands-on experience they need to enter high-demand industries, including healthcare, technology, finance, construction, and more.

The Continuing Education division also benefits local businesses by offering education and workforce development, a diverse talent pool that can fill industry skills gaps, and resources and support for small businesses and startups. NYDesigns, part of LaGuardia Community College, is another important program. Founded in 2006, NYDesigns supports the development of design and hardware tech startups. Companies in the incubator have three years of private studio space and access to a network of mentors and advisers. NYDesigns makers can prototype designs and ideas in a secure 5,000-square-foot fabrication lab.

CE also houses the Labor Market Intelligence Center (LMIC), which informs CE programs about business development opportunities and career readiness.
data that support students’ career development. Synthesizing the most current workforce data, the LMIC has the capacity to expand its services and operate as an engine of intelligence for the entire College community.

LAGUARDIA IS COMMITTED TO LEARNING ORGANIZATION PRINCIPLES FOR ALL
Professional development at LaGuardia has evolved into a sustained practice, intentionally linked to institutional strategic planning and focused on improving student outcomes. Participating faculty join year-long seminar programs offered through the Center for Teaching and Learning (CTL), engaging them in rethinking their curriculum to integrate effective pedagogy. This faculty development model proved so successful that CTL seminars have multiplied dramatically: nearly 200 of 400 full-time faculty annually engage in sustained professional learning opportunities. CTL programs have consistently shown significant gains in course pass and retention rates, as well as gains in key learning behaviors measured by the Community College Survey of Student Engagement, such as synthesizing information, learning to work effectively with others, and thinking analytically. CTL also supports professional development for advisement and other frontline staff, including an annual semester-long leadership program for mid-level managers.

LAGUARDIA HAS BUILT AN EFFECTIVE TECHNOLOGY INFRASTRUCTURE
Regular input from stakeholders across the College has yielded a dynamic digital learning environment for LaGuardia students. LaGuardia has 320 access points for WiFi connection, allowing students to access the network anywhere onsite with multiple devices simultaneously. All LaGuardia classrooms are “smart,” and more than 2,000 workstations are available to students in common areas. Software available in computer classrooms can be accessed from any location using students’ personal devices through Virtual Desktop.

LaGuardia has integrated online learning systems and student support systems, allowing the College to better track student interactions, giving faculty and staff essential data to continuously improve service delivery. The advising dashboard facilitates engagement between students, faculty, and advisors. Single sign-on portals for students provide easy access to student email and advisement tools. Finally, a recently revamped LaGuardia Mobile App makes the resources students need more accessible, connecting faculty, advisors, and students through automatic alerts, appointment scheduling, updates to individual class schedules, advising notes, and course search.

REGIONAL AND SPECIALIZED ACCREDITATION
LaGuardia Community College is fully accredited and approved by the Middle States Commission on Higher Education, with the next accreditation site visit being planned for 2022. The Nursing Program is accredited by the Accreditation Commission for Education in Nursing (ACEN). The Physical Therapist Assistant program is accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE). The Veterinary Technology Program is accredited by the Committee on Veterinary Technician Education & Activities, under the guidelines of the American Veterinary Medical Association (AVMA). The Paralegal Studies program is accredited by the American Bar Association. The Dietetic Technician program is accredited by the Accreditation Council for Education in Nutrition & Dietetics (ACEND). The Occupational Therapy Assistant program is accredited by the Council for Occupational Therapy Education of the American Occupational Therapy Association (ACOTE). All academic programs of LaGuardia Community College are registered by the New York State Education Department.
MAJORS, CERTIFICATES, AND PROGRAMS

Business & Technology
• Accounting
• Business Administration
• Business Administration: Healthcare Management
• Paralegal Studies
• Paralegal Studies (certificate)

Travel, Tourism and Hospitality Management
• Education & Language Acquisition
• Education Associate: The Bilingual Child
• Liberal Arts: Childhood Education Option
• Liberal Arts: Deaf Studies Option
• Liberal Arts: Early Childhood Education Option
• Liberal Arts: International Studies Option
• Liberal Arts: Japanese Option
• Liberal Arts: Latin American Studies Option
• Liberal Arts: Secondary Education Option
• Spanish-English Translation

Health Sciences
• Human Services: Healthcare Navigation
• Human Services: Mental Health
• Nursing
• Nutrition and Culinary Management
• Occupational Therapy Assistant
• Physical Therapist Assistant
• Practical Nursing (certificate)
• Public and Community Health
• Radiologic Technology
• Therapeutic Recreation
• Veterinary Technology

Humanities
• Commercial Photography
• Commercial Photography (certificate)
• Commercial Photography: Fine Arts Option
• Communication Studies
• Digital Media Arts (certificate)
• Fine Arts
• Fine Arts: Design Studies Option
• Industrial Design Technology
• Liberal Arts: Film and Television Option
• Music Performance
• Music Recording Technology
• New Media Technology
• Theatre
• Philosophy

Mathematics, Engineering and Computer Science
• Civil Engineering
• Computer Science
• Computer Technology
• Electrical Engineering
• Mechanical Engineering
• Mechanical Engineering: Earth System Science & Environmental Engineering Option
• Liberal Arts: Math & Science
• Network Administration and Information Security
• Network and Information Security (certificate)
• Programming and Software Development

Natural Science
• Biology
• Environmental Science
• Physical Sciences: Chemistry
• Physical Sciences: Physics

Social Science
• Criminal Justice
• Liberal Arts: History Option
• Liberal Arts: Political Science Option
• Psychology

English
• Liberal Arts: Journalism Option
• Liberal Arts: Women, Gender and Sexuality Studies
• Writing and Literature
• Writing and Literature: Creative Writing Track

SEARCH PROSPECTUS: President
LAGUARDIA FACULTY AND STAFF

LaGuardia faculty and staff are passionate, talented professionals, constantly reflecting upon their training, experience, practice, and goals to create challenging and engaging learning environments. For many, the work they do is a calling, not a job, as they cherish their connections with students and enjoy learning with them and from them. The faculty and staff are engaged in scholarly and artistic activities that reflect their intellectual excitement and rigor, their commitment to disciplinary knowledge and discovery, and their deep respect for all the communities of New York City.

- The College has a full-time faculty of 399; 61% have a doctorate – more than twice the national average.
- Adjunct faculty, 658 experts in their fields, are drawn from throughout the New York City metropolitan region.
- Professional full- and part-time staff total 1,523.
- The percentage of LaGuardia’s full-time faculty who are minorities (identified by CUNY as Black, Hispanic, Italian American, Asian/Pacific Islander or American Indian/Alaskan Native) has steadily increased to 44.4% during the past five years and exceeds the CUNY Community College average.
- From 2013-2018, the Academic Affairs Division received grant awards totaling over $23.7 million.

LAGUARDIA STUDENTS

LaGuardia students are the energizing force of the College. They seek knowledge, skills, and credentials to transform their own lives, as well as impact their families and communities. Their dedication to the journey of lifelong learning and the richness they bring to the classroom and campus life are what define LaGuardia.

Beyond their academic pursuits, LaGuardia students enjoy a wide range of co-curricular and extra-curricular activities. There are 39 active student clubs and organizations which students can join and lead. LaGuardia alumni take an active role by sharing their stories and resources with current students and developing lasting relationships with the College.

ALL STUDENTS

- Over 36,000 students from 150 countries come to LaGuardia each year.
- 53% (19,236) are degree students, and 47% (16,875) are non-degree students.
- Students reside not only in Queens (68%) but in other boroughs of New York: Brooklyn (15%), Bronx (7%), Manhattan (7%), and Staten Island (1%).

DEGREE STUDENTS

- 55% are full-time students, and 45% are part-time.
- Students’ credentials when entering LaGuardia are varied: High School Diploma (53%), Transfer (40%), and Test Assessing Secondary Completion, or TASC (7%).
- LaGuardia is proud of the ethnic diversity of its students: 48% are Hispanic, 22% are Asian, 17% are African American, and 11% are White. They speak 98 different native languages.
- 57% of degree students are under age 23, and 43% are over age 23.
- The LaGuardia degree student population is 58% female and 42% male.
- The annual family income for more than 72% of LaGuardia students is less than $30,000. Nearly 60% of students receive financial aid.
LAGUARDIA STUDENTS (continued)

- Since 2013, the percentage of first-year students earning 30 credits or more doubled to 18.8%. In addition, LaGuardia’s percentage was considerably higher than the CUNY community college average.
- In Fall 2018, LaGuardia had a substantially higher than the percentage of students majoring in STEM fields: 24.1%, which is almost 6% higher the CUNY community college average. LaGuardia STEM students represent 25.4% of STEM students from all seven CUNY community colleges.
- The top five majors by number of students are Business Administration, Liberal Arts: Mathematics and Science, Nursing, Liberal Arts: Social Science and Humanities, and Criminal Justice.

NON-DEGREE STUDENTS (CONTINUING EDUCATION)

- LaGuardia CE students tend to be older than degree students: approximately 57% are over age 30, and 42% are under age 30.
- CE students enroll in a variety of educational programs: Pre-College Academic Programs (46%), Small Business and Entrepreneur Services (30%), and Workforce Development and Training (24%).
- Of LaGuardia CE students reporting their ethnicity, 66% are Hispanic, 15% are African American, 11% are Asian, and 7% are White.

THE CAMPUS

LaGuardia Community College is conveniently located in the neighborhood of Long Island City, Queens, the most diverse borough in New York City. Long Island City (LIC) is just across the East River from Midtown Manhattan and the Upper East Side. Once an industrial expanse of warehouses and taxi depots, LIC has seen remarkable change in the past 20 years. Still in the midst of a major transformation, it is a vibrant area that has quickly become known as a major New York technology hub, with museums, restaurants, shops, and art studios. The LIC waterfront is now lined with new, upscale residential developments targeted at young professionals seeking luxury features and convenient access to Midtown.

The LaGuardia campus consists of four buildings—the E, M, C, and B Buildings—which span five of the six blocks between Van Dam Street and 28th Street, and between Thomson Avenue/Skillman Avenue and 47th Avenue. Facilities are used not only by students and members of the campus community but by families and organizations in the neighborhood.
In the last five years, LaGuardia Community College has received approximately $132 million in direct appropriations (city and state) for these projects:

**Completed**
- Library Expansion Phase I, $15 million. Completed 2017
- 2020: Goldman Sachs 10,000 Small Businesses Education Center, $5 million. Completed 2018
- E Building Fire Alarm, $3.4 million. Completed 2019

**In Progress**
- Business, Entrepreneurial and Career Center, $15 million. Estimated completion spring 2021
- Center 3 Façade, $122.7 million. Estimated completion summer 2020
- Center 3 Infrastructure, $60 million. Estimated completion end of 2022
- E Building Basic Sciences Lab Renovations, $10.2 million. Estimated completion end of 2022
- E Building Roof Replacement, $5 million. Estimated completion spring 2020
- Fire Alarm Replacement in Shenker Hall (M Building), $4.5 million. Estimated completion early 2021
- Library Expansion and Renovation Phase II, $18.2 million. Estimated completion early 2021
- M Building Boiler Replacement, $10 million. Estimated completion fall 2020

### COMMUNITY

LaGuardia is deeply imbedded in the Long Island City neighborhood, Queens, and New York City. The College has created supportive partnerships with institutions including Goldman Sachs, Weill Cornell, NBC, The Museum of Modern Art, MetLife, Boyce Technologies, Morningstar, as well as major labor unions, educational institutions, and community-based organizations.

LaGuardia’s faculty and staff are committed to engaging the community in a range of different ways, such as opening the College’s pool to youth groups, providing stages for local artists in the LaGuardia Performing Arts Center, and helping small businesses grow through the Goldman Sachs 10,000 Small Businesses program and NYDesigns.

### FINANCES

LaGuardia Community College’s 2017-2018 revenues were $250.5 million, primarily from city and state funding, grants and contracts, and student tuition and fees. Tuition is $2,400 per semester for full-time students who are residents of the City of New York. Non-resident tuition is $320/credit.

- Over the past decade, the LaGuardia Community College Foundation has raised more than $25 million in contributions to support students.
- LaGuardia’s percentage of tax-levy budget spent on student services, instruction, and departmental research increased to 64.1% over the five-year period.

LaGuardia’s research awards have trended upward during the past three years and have increased by over 68% since FY 2015. LaGuardia exceeded all research awards by CUNY community colleges for FY 2018 and comprises almost half of the community college total amount received.

- Led by Continuing Education, LaGuardia’s grant totals top CUNY community colleges by a large margin and are third in the University.
- LaGuardia Foundation support has increased by 71% since FY 2012-14.
The first comprehensive governance plan of LaGuardia Community College was created in 1978 with the goal of translating into practical form the ideals and mission of the College, built around a core belief in making the best of higher education and professional opportunity available to all those who seek them. Through the subsequent years of its growth as an individual institution with a tradition of innovation, and as a vital part of The City University of New York, the College has remained constant in both its ideals and its mission.

The 1978 governance plan embodied these principles:

• Governance of the College is participatory and shared among the faculty, the staff, the students, the alumni, and the administration.

• The governance body provides an arena for the voices of elected representatives of all constituencies to be heard.

• The leadership of the governance body is elected by its members.

In line with these principles, the LaGuardia Community College Senate draws its members from the faculty, the staff, the alumni, and the student body, working in collaboration with the President of the College and the administration to carry forth the LaGuardia mission. The governance plan reaffirms these long-held principles.

In addition to the Office of the President, the other major administrative units of the College include Academic Affairs, Student Affairs, Continuing Education, Institutional Advancement, Information Technology, and Administration/Finance.

The Professional Staff Congress/CUNY serves as the collaborative bargaining representative of the instructional staff.

LaGuardia’s alumni represent the thousands who were trained at the College and have gone on to build a better New York and a better world. LaGuardia alumni work as nurses, business executives, teachers, and artists in a broad range of organizations and industries. Notable alumni include Elly Gross, Holocaust survivor, poet, and author; Ruben Díaz, Jr., Bronx Borough President, and Rudy Washington, Deputy Mayor under Mayor Rudolph Giuliani.

The LaGuardia Community College Alumni Association has been a vital part of the College since November 1977. It is a not-for-profit organization whose mission is to encourage and cultivate quality education, social activity, and good fellowship among the graduates of LaGuardia Community College, and to assist and promote the interests of the College. The Association’s support comes through membership dues and donations, as well as varied fundraising efforts.

The membership of the Alumni Association is a diverse group of LaGuardia Community College graduates. Throughout the membership are a group of professionals from accountants, caseworkers, police officers, investment managers, paramedics, occupational/physical therapy assistants, programmer/analysts, and teachers to lawyers, ministers, and financial analysts.
THE SEARCH FOR LAGUARDIA’S NEXT PRESIDENT

The Chancellor, The Board of Trustees of The City University of New York, and the Presidential Search Committee invite nominations and applications for the position of President of LaGuardia Community College of The City University of New York.

The President serves as the chief academic and administrative officer of the college, reporting to CUNY Chancellor Félix V. Matos Rodríguez and working within the policies set by the CUNY Board of Trustees. The primary responsibility of the President is to provide leadership to the College community to both conserve and enhance the education program.

That responsibility encompasses ensuring the quality of faculty and academic leadership, student services and successful outcomes, preparation of the College budget and allocation of monies, preparation and implementation of the College Strategic Plan, general management of clerical, custodial, and professional administrative staff, and many other duties.

The position is available on or before August 1, 2020. Salary and benefits are competitive. The review of applications will begin in mid-March, and submission of applications is encouraged by March 30, 2020, for full consideration.

THE OPPORTUNITY

With the retirement of Dr. Gail Mellow in 2019, LaGuardia Community College hopes to build on her more than two decades of advocacy for innovative programs, strong community connections, academic excellence, and social justice through education. In her retirement announcement, Dr. Mellow revealed in the extraordinary talents of LaGuardia’s students, faculty, and staff, sharing her joy in seeing students succeed. She noted that “The next president of LaGuardia has to fight to hang onto the robustness of a community college that deeply combines the workplace skills, the technical skills, the healthcare skills with the broader liberal arts agenda that allows people to think, develop humility and cultural agility, creates curiosity and lets them live a full and enlightened life.” This passion for student success, despite the challenges many LaGuardia students face with poverty, homelessness, racism, and anti-immigration sentiments, continues in the faculty and staff at LaGuardia Community College, who join with leaders in business, education, and industry in seeking a leader to continue and deepen such commitments.

LaGuardia Community College approved its 2019-2024 Strategic Plan in October 2019, outlining five key goals for the new President and College in the years ahead: 1) Build student access and success; 2) Strengthen learning for students—and for faculty, staff, and the College; 3) Enrich the student experience; 4) Build inclusive community to achieve the College mission; and 5) Advance career and workforce development.
The next President of LaGuardia Community College is expected to address several challenges facing the College in the next few years:

- **Ensuring continuing funding to support access and success for LaGuardia students.** New fiscal challenges confront all elements of higher education. The President needs to be creative and relentless in securing funds from elected officials and from donors, alumni, foundations, and corporations. The President must tell the LaGuardia story within CUNY and far beyond, sharing the vision of what financial investment in LaGuardia achieves. Many members of the campus community hope that the next President will maintain the College as a national model for sustaining community colleges in a rapidly changing economic and political landscape.

- **Fostering a stronger sense of belonging for all students, faculty, and staff, particularly for women and people of color.** Although diversity and inclusion are highly valued at LaGuardia, continuous improvement in this area must be a priority for the next President. A recent survey by the Collaborative on Academic Careers in Higher Education (COACHE) indicated that some faculty and staff feel marginalized at the College. Students who attend part-time and in the evening may not have access to the same diversity and quantity of resources and support as day students. And attention to the needs of those with disabilities is another concern. The President’s commitment to listening, further diversifying the leadership team, and valuing and celebrating the contributions of all, will continue to set a positive tone and vision for inclusive excellence.

- **Addressing enrollment challenges in creative and informed ways.** LaGuardia, like many other community colleges, has faced declining enrollments in recent years. The next President will need to build on knowledge of best practices in enrollment management strategies and lead collaboration with leaders in academic programs, student support services, and continuing education to meet enrollment goals and deliver the mission of educating and graduating one of the most diverse student populations in the country.

- **Building a stronger sense of unity and collaboration among constituents.** Good work occurs in areas across LaGuardia Community College, but the work can sometimes feel fragmented and siloed. The next President needs to learn about all aspects of the College and enhance community and collaboration across departments and programs.
LaGuardia Community College seeks an experienced, collaborative leader with a commitment to the unique mission and multiple roles of a 21st century urban community college, with a passion for promoting access, diversity, and economic opportunity. The President should have successful senior management level experience in an urban community college, institution of higher learning, or organization with strong connections to education. The new President should be an effective and exceptionally skilled communicator who will listen to and effectively relate to a diverse group of stakeholders and navigate a complex, multi-layered environment. An earned doctorate or professional equivalent appropriate to leading LaGuardia Community College is preferred.

The next President of LaGuardia Community College will be

- An innovative leader, of the highest integrity, with a demonstrated record for creative, effective management in urban settings.
- A respected student-centered advocate who is knowledgeable about student learning and committed to breaking down barriers to student success and creating successful pathways to education, career training, and lifelong learning.
- A champion of academics, committed to supporting faculty in their teaching, scholarship, and outreach/engagement endeavors.
- An individual with deep and abiding commitments to academic freedom, shared governance, meaningful consultation, and transparency within a collective bargaining environment.
- An analytical thinker who relies on data to address issues related to enrollment management, financial models, and uses of technology to support learning.
- An effective and skilled communicator—who listens and engages effectively with multiple and diverse constituencies, including those on campus, at other CUNY campuses, alumni, the community, and governmental bodies—and who uses such information to make thoughtful decisions and to communicate them with clarity and grace.
- A team builder with an entrepreneurial spirit who can lead transformational change and collaboratively engage and inspire the campus in advancing innovative programming to strengthen the institution as one college, with all the College’s divisions—particularly Academic Affairs, Student Affairs, and Continuing Education.
- An adept and politically savvy leader who can successfully navigate complex, multi-layered organizations and governmental bodies.
- The face and voice of the campus at LaGuardia, CUNY, Long Island City, Queens, New York City, and beyond who persuasively advocates for the College’s mission and programs.
- An effective fundraiser who will further advance the culture of philanthropy at LaGuardia Community College and actively diversify the College budget by attracting external funding and strongly advocating for support from city, state, and federal governments.
Applications and Nominations

Applicants should send these PDF documents: (1) a letter expressing their interest in the position that addresses how they meet the qualifications, characteristics, and opportunities for leadership, as described in this search profile; (2) their curriculum vitae; and (3) a list of names and contact information for eight references (two individuals who report or reported to the applicant, two individuals to whom the applicant reports or reported, two faculty members, and two community/business leaders). References will not be contacted without the applicant’s prior permission. Nominators are encouraged to send a letter of nomination and, if possible, the nominee’s curriculum vitae.

All inquiries, nominations, and applications will be held in the strictest confidence. Applications and nominations should be sent electronically to LaGuardia Community College Presidential Search at LaGuardiaPresident@academicsearch.org AND executivesearch@cuny.edu. Academic Search in Washington, DC, is assisting the LaGuardia Presidential Search. To learn more about this opportunity, nominators, nominees, and applicants may contact executive search consultants Dr. Shirley Pippins at shirley.pippins@academicsearch.org or Dr. Ginny Horvath at ginnhorvath@academicsearch.org.

To learn more about this dynamic and renowned institution, please visit the LaGuardia Community College website at www.laguardia.edu.

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
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting LaGuardia Community College in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit http://www.academicsearch.org/.

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