



HUNTER
The City University of New York

Search for Hunter's
Next President

The Search

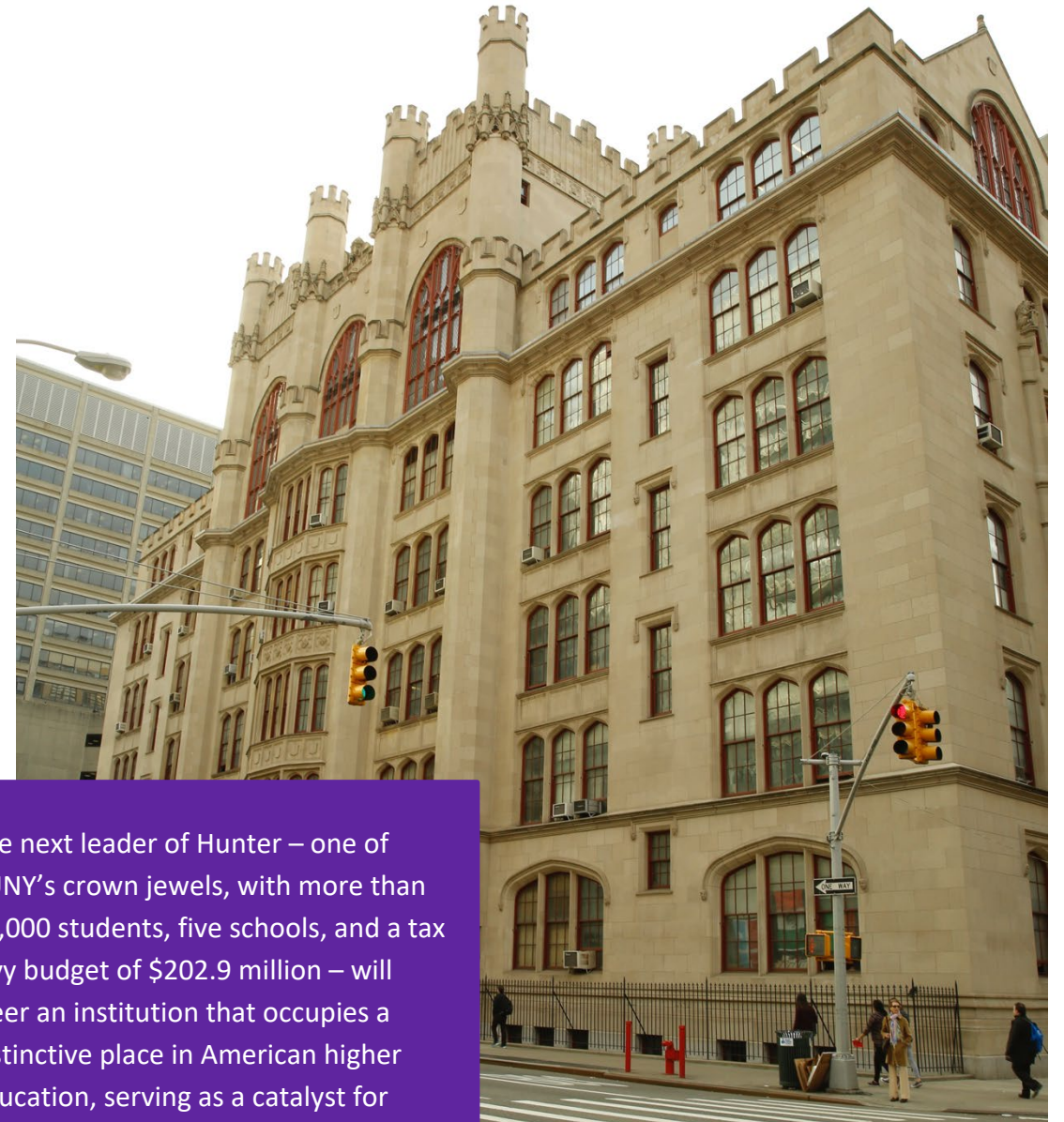
The Chancellor and the Hunter College Presidential Search Committee invite applications and nominations for the next president of Hunter College (Hunter). Hunter is a nationally recognized liberal arts and sciences institution and part of The City University of New York (CUNY) system.

The next leader of Hunter – one of CUNY’s crown jewels, with more than 24,000 students, five schools, and a tax levy budget of \$202.9 million – will steer an institution that occupies a distinctive place in American higher education, serving as a catalyst for social mobility. As the CUNY system’s leading liberal arts college, Hunter is uniquely defined by its deeply diverse student body; internationally recognized faculty; competitive and keenly relevant academic programs; robust and growing research enterprise; and steadfast embrace of its campus setting on the Upper East Side and other locations throughout Manhattan in New York City.

With the motto of *Mihi Cura Futuri – The Care of the Future is Mine*, Hunter plays an increasingly important role within New York City’s educational ecosystem, harnessing significant scholarship in service of producing graduates for critical professions that meet essential human needs. The president will employ their proven leadership aptitude and deep knowledge of the changing higher education landscape in their role as the chief executive officer of the college, reporting directly to the Chancellor of the CUNY system. In concert with a staff of experienced senior administrators, the president will foster an unwavering commitment to academic excellence, creative activity, scholarly research, and student success, with a goal of cultivating the next generation of leaders and innovators.

The ideal incumbent will possess proven capacities to generate and implement a unifying strategic vision; lead and manage in a complex environment; demonstrate financial acumen and fundraising prowess; energize and collaborate with varied stakeholders; and advocate for meaningful equity and inclusion on campus.

CUNY/Hunter College is supported in this search by Isaacson, Miller, a national executive search firm. All inquiries, nominations, and applications should be directed in confidence to the firm as described at the end of this profile.



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About Hunter College

With a foundational mission to expand opportunity for students from all backgrounds, Hunter values learning in the liberal arts and sciences as a cornerstone of individual development and a vital foundation for a more just and inclusive society. Hunter cherishes its New York City setting – drawing on its energy, capitalizing on its remarkable resources, weaving it into the fabric of the college’s teaching, research, and creative expression, and giving back to it through service and citizenship.

History

Hunter is one of the oldest public colleges in the country, and it has embraced the democratic and liberating values of public education since its inception in 1870 as the Normal College of the City of New York. The college’s visionary founding president, Thomas Hunter, aimed to train women to become teachers so they could educate the large number of immigrants who had started coming to America in the preceding decades. He made the new college a model of equal opportunity by insisting that it be open to any woman who could pass the entrance exam, regardless of race or religion. He also insisted that science be part of the required curriculum, marking an area of excellence that persists to this day: Hunter is the only college that can claim two female Nobel laureates in science among its alumni.

In 1888, the Normal College changed its charter to become a full-fledged liberal arts undergraduate college for women, modeling its curriculum after its neighboring men’s institution, the Free Academy (now The City College of New York, or CCNY). The college was renamed in its founder’s honor in 1914. By the time Hunter added graduate instruction in the liberal arts, in 1921, it was the largest women’s college in the world, and it has been continuously accredited by the Middle States Commission on Higher Education (MSCHE) since that time. In 1926, the New York State Legislature established a Board of Higher Education to oversee New York City’s growing system of municipal colleges, including Hunter. In 1961, the Legislature formally unified those colleges to establish the City University of New York, creating the nation’s largest urban public higher education system. Even as Hunter expanded its academic offerings, began admitting male students, and grew to encompass multiple campuses, it has remained true to its founder’s vision, offering access and opportunity to qualified students from all backgrounds.



Academics

Hunter's undergraduate, graduate, and professional curricula challenge students to think critically. Hunter offers programs leading to the Bachelor of Arts, Bachelor of Fine Arts, Bachelor of Music, Bachelor of Science, Master of Arts, Master of Fine Arts, Master of Music, Master of Physical Therapy, Master of Public Health, Master of Science, Master of Science in Education, and Master of Social Work degrees. Several doctoral programs are also based at Hunter, including a Doctor of Nursing Practice and a Ph.D. in Nursing.

Hunter is organized into [five schools](#) – the School of Arts and Sciences, Hunter's largest school; the School of Education; the School of Health Professions; the Hunter-Bellevue School of Nursing; and the Silberman School of Social Work – each of which makes a distinct and critical contribution to the college's mission, with a common commitment to delivering a high-quality education that equips students with a global outlook and the expertise to thrive in their chosen careers. Hunter's [170-plus academic programs](#) are enriched by experiential learning opportunities including internships, capstone courses, and student-faculty research, as well as the wealth of resources available in New York City.

The college offers a variety of [honors and scholars programs](#), designed to challenge high-achieving students and provide opportunities for student collaboration with the college's faculty. Importantly, Hunter is one of eight CUNY institutions that is a part of the system's prestigious and competitive [Macaulay Honors College](#) consortia. Outstanding students pursuing interdisciplinary studies can participate in the [Thomas Hunter Honors Program](#), with access to attentive advising services and opportunities to create their own major programs. First-year Hunter students can qualify for special scholars' cohorts – merit scholarship programs that operate as tight-knit learning communities with advising, extracurricular activities, and specialized coursework aligned to students' academic interests.

In recent years, Hunter has invested heavily in growing its profile as a mature research institution. Those efforts include capstone capital projects in support of the college's research enterprise, including construction of a 21,000-square-foot, state-of-the-art research and laboratory floor in Weill Cornell's Belfer Research Building. Hunter also provides considerable support for faculty research, publishing, and creative output. With that infrastructure in place, Hunter has consistently placed among the very top institutions in the CUNY system in terms of research grants, contracts, and sponsored program funding bringing in close to \$45 million during fiscal year 2022.



Academics CONTINUED

Hunter is home to numerous [centers and institutes](#) that collaborate with and complement the college's academic programs, while also supporting faculty research. These centers and institutes represent a variety of disciplines across the college, and include the Brookdale Center for Healthy Aging, the National Center for Collective Bargaining in Higher Education, The Center for Puerto Rican Studies (CENTRO), the Center for Advanced Research of Spatial Information, and the Roosevelt House Public Policy Institute, among others.

Enrollment and Student Demographics

Hunter has a deep and impressive applicant pool that has allowed the college to steadily strengthen its admissions standards in recent years, ensuring that enrolled students are prepared to meet rigorous academic expectations. Since 2016, Hunter students have won Rhodes, Luce, Marshall, Schwarzman, and Truman Scholarships. Enrollment has remained strong and steady at the college, and a Hunter degree is in demand – Hunter leads in freshman and transfer applications among all CUNY schools and continues to be the top-choice school for applicants to the Macaulay Honors College. The U.S. Department of State's Bureau of Educational and Cultural Affairs has named Hunter College a Fulbright Top Producing Institution for the 2022-2023 academic year, making it the 14th time in the previous 16 years that the College has earned this distinction.

Hunter's enrollment has held steady despite the pandemic. The college attracts diverse students from all walks of life. In Fall 2021, Hunter enrolled 17,286 undergraduate students and 5,485 graduate students, who currently represent 151 countries and speak 80 languages. Just under 38% of undergraduate students, and 34% of graduate students, identify as a minority, with 29% identifying as Asian/Pacific Islander, 14% as Black, 22% as Hispanic, and 35% as white. Nearly half of Hunter's undergraduate students are the first generation in their families to attend college, and 21% come from households with annual incomes of less than \$20,000. Approximately 40% of Hunter's undergraduates are transfer students who began their college careers at another higher education institution, with a majority coming from CUNY community colleges.



Enrollment and Student Demographics CONTINUED

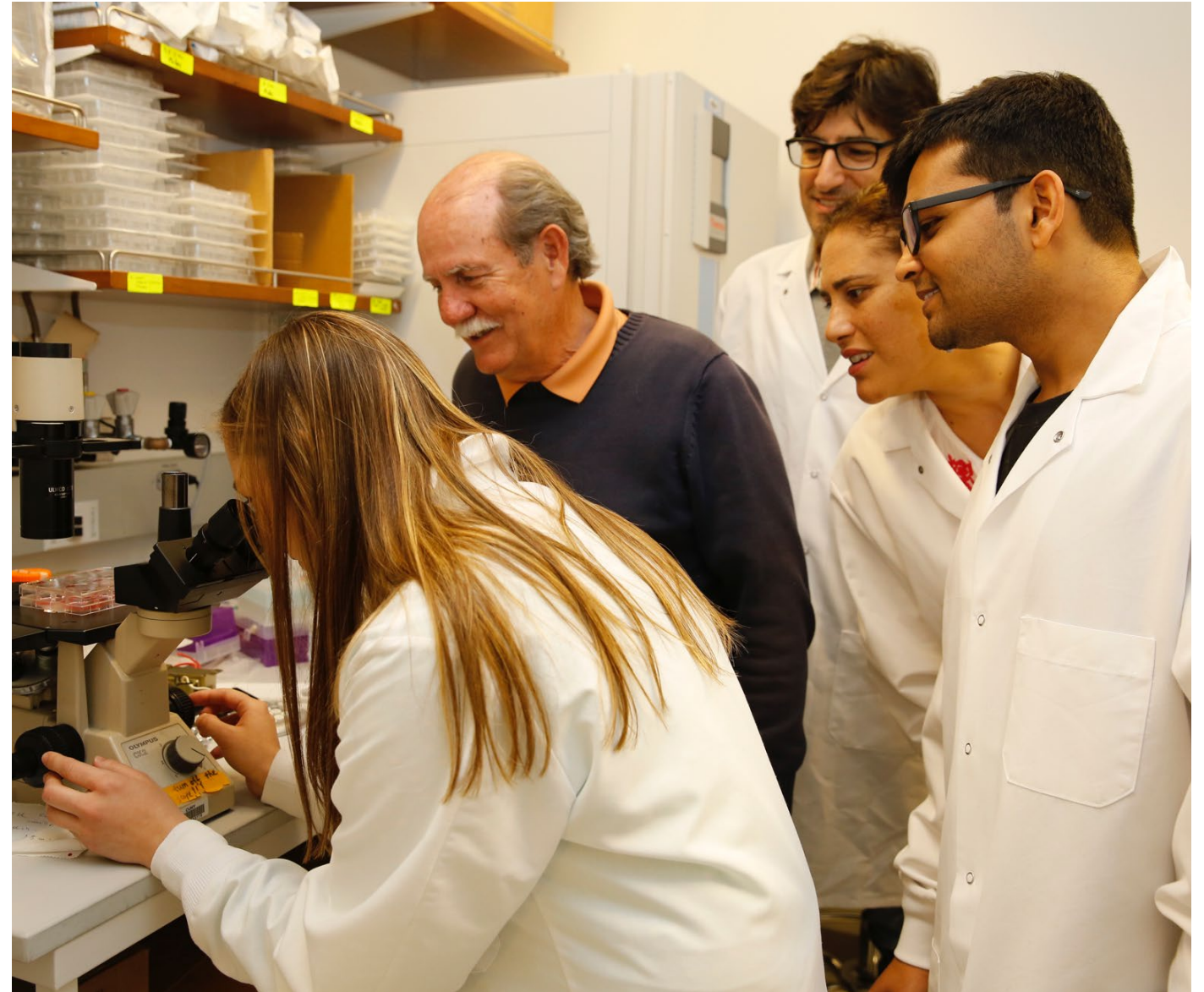
CUNY's affordability is unrivaled. Undergraduate tuition for the current academic year costs \$6,930 for full-time in-state residents, and \$18,600 for full-time out-of-state residents. Depending on the master's degree program being pursued, graduate tuition costs for the current academic year total between \$11,090 and \$14,630 for full-time in-state residents, and \$25,650 to \$30,000 for full-time out-of-state residents.

As part of its overarching enrollment management strategy, Hunter works to ensure that graduate and professional students comprise roughly one-fourth of the student body – enabling the maintenance of a diverse, multigenerational campus with typical-aged undergraduate students, non-traditional students and adults of all ages pursuing graduate and professional degrees, and senior auditors. Hunter's affordable graduate and professional programs prepare highly skilled professionals to meet city hiring needs in vital fields like education, healthcare, social work, and urban planning.

Nearly 70% of Hunter's degree-seeking undergraduate and graduate students receive some form of financial aid. In keeping with CUNY's commitment to promoting meaningful social mobility, 75% of Hunter's undergraduate students graduate from Hunter debt-free.

Faculty and Staff

Hunter's faculty comprises a corps of dedicated, distinguished scholar-teachers, many of whom play major roles in New York's academic, creative, cultural, and civic life. Hunter's student learning experiences are designed, delivered, and assessed by 642 full-time and 1,491 adjunct faculty members. Hunter has made it a major priority to recruit and retain top-tier faculty – 99.9% of Hunter's full-time faculty hold a doctorate or university equivalent degree, and many have been recognized with national and international grants and awards, including the coveted Guggenheim and MacArthur Genius Fellowships. The college is bolstered by a committed cadre of 2,016 full-time and part-time support staff.



Finances and Fundraising

Over the past two decades, Hunter's leadership has been prodigious and prolific on advancement efforts, with a particular emphasis and impact on the college's facilities. Significant philanthropic gifts have included \$30 million to construct a new East Harlem campus, now home to the Silberman School of Social Work and other Hunter programs; \$25 million to modernize what is now known as the Leon and Toby Cooperman Library, as well as a separate \$5 million gift to create the Silverstein Student Success Center, now occupying the library's seventh floor; and \$15 million to purchase and renovate the Baker Theatre Building that is now used exclusively by the Department of Theatre.

Other major donations have supported other key strategic priorities, including multimillion-dollar gifts to fund interdisciplinary study in public policy and human rights at Roosevelt House. Private funding has also been instrumental in developing and sustaining Hunter's nationally recognized arts programs. In November 2022, Hunter received a landmark \$52 million gift – the largest gift ever given to a single CUNY institution – from Leonard A. Lauder in honor of his late wife, Evelyn, a Hunter alumna, to establish the Evelyn Lauder Community Care Nurse Practitioner Program.

Annually, the Hunter College Foundation invests private funds in academic programs, student scholarships, faculty advancement and development, and capital improvements. In 2021, the college raised just under \$17.8 million from its annual fund, trustee giving, and contributions. Its endowment is approximately \$200 million.

Student Life

Hunter hosts more than 100 student clubs on campus, providing students with robust opportunities to get involved at the college with access to organizations that span academic, cultural, performing arts, service learning, and other special interest sectors. Hunter students manage the college's four publications, as well as the radio outlet.



Student Life CONTINUED

Students who live in the Hunter College residence halls enrich their learning experiences by becoming involved in the Residence Life community. Students living in these residences have access to a number of social, educational, and cultural programs designed to enhance their out-of-the classroom education.

Home of the Hunter College Hawks, the institution offers 18 NCAA Division III [sports for men and women](#), with the majority competing in the City University of New York Athletic Conference (CUNYAC). The Hawks hold 138 CUNYAC titles and 27 national athletic championships.

The Campus

The [Hunter campus](#) stretches across three Manhattan neighborhoods, with additional facilities located throughout the city. Schools and programs are strategically located where they can capitalize on local resources and contribute to the vibrancy of their neighborhoods. The college's primary 68th Street Campus, in the heart of New York's Upper East Side, is located two blocks from Central Park and near some of the city's premier cultural institutions. Hunter's Brookdale Campus in Kips Bay is home to the School of Nursing and the School of Health Professions. Hunter College's East Harlem Campus is home to the Silberman School of Social Work, CENTRO, and programs in nutrition and community public health. The institution also owns and operates property outside of its main campuses, including the MFA Building at 205 Hudson Street, Roosevelt House, and the Hunter College Campus Schools.

Hunter College Campus Schools

Administered and operated by Hunter, the [Hunter College Campus Schools](#) consist of an elementary school (kindergarten to sixth grade) and a high school (seventh to 12th grades) with enrollments of 336 and 1,200 students, respectively. The schools are publicly funded and chartered by the CUNY Board of Trustees and serve as coeducational laboratory schools for K-12 students. Since 1977, the Hunter College Campus Schools have been located on 94th Street between Park and Madison Avenues. partnership with the New York City Department of Education. Students have access to college-level courses at Hunter.



The City University of New York (CUNY)

CUNY is an integral New York City institution. Founded in 1847 as the first free public institution of higher education in the country, CUNY today has a budget of more than \$4.1 billion and 25 colleges located across New York City's five boroughs. CUNY serves 243,000 degree-seeking students and 153,000 registered in adult and continuing education programs, awarding more than 55,000 degrees annually. More than 80% of CUNY graduates stay in New York, contributing to all aspects of the city's economic, civic, and cultural life and diversifying the city's workforce in every sector.

CUNY has long been recognized as one of the most diverse university systems in the nation. Dr. Félix V. Matos Rodríguez, a historian, professor, author, and noted Puerto Rican scholar, is CUNY's first Chancellor of color and first Latino. He is passionately committed to the University's unwavering commitment to CUNY's historic mission of educating students regardless of income or background, its insistence on academic rigor and its support of world-class faculty, as well as its culture that fosters and promotes a diverse community of students, faculty, and staff.

In fact, the very fabric of CUNY is a rich mosaic of cultural diversity. Nearly 80% of its students are of Asian or Pacific Islander, Black, and Hispanic descent, and 40% are the first in their families to attend college. The University is known for its 26 MacArthur Foundation ("Genius") award winners, 13 Nobel laureates, and 151 Fulbright scholars. Eighty-two percent of CUNY graduates live and work in New York City and generate in excess of \$33.2 billion in added value economic value to the state each year. As *The New York Times* writes, "CUNY propels almost six times as many low-income students into the middle class and beyond as all eight Ivy League campuses, plus Duke, M.I.T., Stanford, and Chicago combined."



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Role of the President

The search for Hunter's next leader begins as President Jennifer Raab, Esq. prepares to retire after 21 years. During her tenure, Hunter successfully transformed from an open-admissions institution to a selective, highly ranked college, with rising graduation and retention rates. Over the past two decades, Hunter has significantly increased its government grants and awards while raising more than \$530 million in private support for the college. Faculty have secured more than \$1 billion in research awards and grants, providing hundreds of students with life-changing exposure to laboratory and field science.

Hunter's next president will lead a bold vision for the future of the institution. The president functions as the central steward of the college's mission, vision, and values, serving as an active, accessible, and energetic presence on campus and within the broader New York City landscape. The president works in partnership with the CUNY Chancellor, the CUNY Board of Trustees, and the Hunter faculty to advance the college's long-term strategic plans and shape the academic direction of the institution. Protecting Hunter's fiscal health is paramount; the president ensures that budgetary priorities, infrastructure needs, and academic imperatives are aligned. The president is embedded in Hunter's essential advancement operations, soliciting leadership gifts and sustaining meaningful connections with alumni, philanthropic champions and other key stakeholders. In word and in deed, the president encourages an equitable, diverse, and inclusive environment at Hunter.

The president reports to the CUNY Chancellor and serves as a member of the CUNY Council of Presidents. Currently, the president leads a senior leadership team that includes the following positions: provost and vice president of academic affairs; vice president for finance, human resources, and business development; vice president for student affairs and dean of students; vice president for institutional development; vice president for administration; associate vice president for external affairs; dean, diversity and compliance; assistant vice president for communications; general counsel; and senior adviser to the president.

As a critical component of the president's role, Hunter's next leader must serve as a steadfast advocate for the needs of the college, while also working with the leaders of the CUNY system to ensure that the university system remains functional and forward-looking. Additionally, the president will set the tone for a culture of transparency, trust, and community across the college's various constituents.



Opportunities and Challenges

Building on the solid foundation already in place at the college, the next president of Hunter will make an impact in the following areas:

Develop a strategic plan and unifying vision for Hunter.

The Hunter College Senate passed a set of strategic priorities in 2022; the next president will lead a transparent and inclusive process to develop a comprehensive strategic plan that will guide the college's growth over the next decade. Hunter is primed for a new president to assess the institution's assets and opportunities for growth and oversee the continuing development of a strategic plan that will move the college forward in compelling ways. This strategic plan must leverage Hunter's uniqueness within CUNY and account for the dynamics present in an increasingly competitive and ever-fluctuating higher education landscape. Additionally, the next president will have an opportunity to build and empower the college's cabinet to advance the new strategic plan and mission of Hunter. Of equal importance, the president must engage and catalyze the broader campus community in co-creating and ultimately implementing this vision and strategic plan within a shared governance structure.

Partner to modernize and improve Hunter's infrastructure and facilities

Hunter's physical plant has undergone significant changes in recent years – including a \$50 million library renovation; the construction of a \$131 million School of Social Work in East Harlem; a new facility in Tribeca for Hunter's renowned art graduate program and gallery; the purchase and renovation of a townhouse on East 67th Street to house Hunter's theater department; and the \$25 million restoration of the historic 1908 Roosevelt House on East 65th Street. However, needs remain, as ongoing campus restoration and renovation are critical for effective learning, teaching and research. In conjunction with the college's Master Plan Committee, Hunter's next president will lead the development of a new master site plan for Hunter, with an emphasis on generating the resources and institutional mandates needed to renovate and revitalize critical sectors of the college's physical plant in the upcoming years. Institutional priorities include partnering with CUNY as well as local and state government to make the new [SPARC Kips Bay campus](#) a reality. The new development will help address several ongoing concerns related to the Brookdale Campus and the need for additional up-to-date space for research, teaching, and scientific innovation.



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Opportunities and Challenges CONTINUED

Extend Hunter's successful institutional advancement efforts.

In concert with the college's Office of Institutional Development and the Hunter College Foundation, both of which have impressive records of performance, Hunter's next president will be an active and prolific partner in bolstering philanthropic engagement with the college, working to match strategic goals with donor interests at every turn. Care will be taken to expand Hunter's universe of donor prospects by identifying potential partners who are inclined to support the college including alumni, parents, and new audiences who are attracted by the institution's unique mission and pedagogy. The president will be a spirited ambassador for the importance of a Hunter education, with the ability to deftly communicate the college's value proposition to a variety of stakeholders.

Engage key constituents, both on and off campus.

To ensure that all constituents remain dedicated to Hunter's vital work of producing scholars and global citizens, it is essential that the college's next president actively engage with the Hunter community. On campus, the next president must be an active and unifying presence, serving as a responsive, proactive, and transparent communicator to ensure the faculty and staff feel supported and students feel seen and valued. In recognition of the fact that adjunct faculty members deliver more than half of Hunter's undergraduate academic program, the college's next president must be especially attuned to the support, development, and engagement of the institution's part-time faculty. Off campus, the president will be a visible and consequential player, adeptly representing Hunter within the CUNY system and within the broader New York City and New York State landscapes.

Champion diversity, equity, inclusion, and belonging.

Diversity is foundational to Hunter's mission. In all its endeavors, the college strives to mirror the vibrant diversity of its home city. To support current and future diversity on the Hunter campus and to ensure all members of the Hunter community perceive a significant sense of belonging, the president will – in word and in deed – promote the principles of equity and inclusion. Hunter's next leader will continue to work to recruit faculty and staff who reflect the composition of Hunter's student body, ensuring that all college constituents are appropriately represented across every level of the institution.



Opportunities and Challenges CONTINUED

Prioritize student success and career readiness.

Hunter has made student success a central focus, with particular attention paid to enhancing support for students who need extra help and opening doors of opportunity for high-achieving students. The college's efforts have yielded excellent results, with graduation rates rising more than 20 points over the last two decades. The next president will continue to emphasize student success initiatives at Hunter, enhancing existing academic and support programs and ensuring that the college's mentoring and advising team is appropriately staffed and that its services are broadly available to the student body. In keeping with Hunter's aim to prepare its students for consequential careers after graduation, the institution's next leader will promote augmented, cohesive career guidance offerings, integrating career services across the full scope of the college's landscape.

Qualifications and Characteristics

Hunter will search globally for experienced and passionate candidates who can lead effectively and with vision in a complex higher education environment. The search committee also welcomes candidates with relevant experience in other settings whose intellectual vitality, collegiality, and expertise indicate a capacity to lead the college into a vibrant future. While no one individual will embody them all, the successful candidate will bring many of the following professional qualifications, skills, experience, and personal qualities to bear in the role:

- **A Proven Leader:** A history of visionary, strategic, and collaborative leadership in a complex environment; a record of success that inspires the Hunter community and resonates with the core mission of the college.
- **A Commitment to Academic Excellence:** A strong appreciation of the academic world, its scholarly values, and distinctive professional culture; the ability to earn and command the respect of faculty; strong commitment to the power of ideas, critical thinking, and academic freedom; the capacity to support excellence in leading-edge, interdisciplinary, high-impact research.
- **A Champion for Diversity:** A demonstrable commitment to, and track record of accomplishment around equity, diversity, and inclusion; sensitivity to and broad experience with diverse students, faculty, staff, and communities.



Qualifications and Characteristics CONTINUED

- **Demonstrable Financial Acumen:** Strong planning and financial proficiencies; experience in setting strategic financial and programmatic priorities that balance near-term and long-term objectives.
- **Laudable Communication Skills:** Superb oral and written communications competencies; ability to learn from others, translate thoughts for broader consideration, and build unity around difficult issues; ability to foster collaboration amongst disparate groups.
- **An Accomplished Fundraiser:** Proven success and appetite for fundraising; the ability to represent Hunter to a wide range of constituents; an entrepreneurial spirit; a willingness to engage alumni.
- **Education:** Ph.D. or terminal degree preferred.

The salary range for this position is \$380,000 to \$402,000 with competitive benefits.

TO APPLY

For full consideration, application materials should be received by **October 1, 2023**. Confidential inquiries, nominations/referrals, and curricula vitae with cover letters can be sent electronically and in confidence to:

Keight Tucker Kennedy, Kelly McLaughlin, and Alexis Scott
Isaacson, Miller

<https://www.imsearch.com/open-searches/hunter-college-city-university-new-york/president>

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





HUNTER

ISAACSON, MILLER