

# PRESIDENT OF MARYWOOD UNIVERSITY





## **THE SEARCH FOR THE 13<sup>TH</sup> PRESIDENT OF MARYWOOD UNIVERSITY**

Marywood University, a Catholic University located in Scranton, Pennsylvania, seeks an innovative and dynamic leader to serve as its 13<sup>th</sup> President. Marywood offers a premier comprehensive education, framed by the liberal arts and enhanced by a Professional focus. The new President is expected to take office on July 1, 2024. The following profile provides nominators and applicants with information about the University, its presidency, and participation in the search.

## FOUNDING AND HISTORY

Marywood University, which opened in 1915, is sponsored by the Congregation of Sisters, Servants of the Immaculate Heart of Mary (IHM), Scranton, Pennsylvania. An educational community inspired by the sponsorship of the IHM Congregation, Marywood has a tradition of service that spans more than a century and manifests its commitment to spiritual, ethical, and religious values. From the institution's inception, the Sisters of IHM, Scranton, have dedicated themselves to the governance, administration, and staffing needs of Marywood. The leader of the congregation doubled as the president of the college for several decades after 1915. In the mid-twentieth century, the roles were separated. Sisters have served as president of the college/university throughout its history. Marywood acquired degree-granting powers in 1917; these were expanded in 1922 to the awarding of the Master of Arts degree. The institution transformed from college to university status in 1997; in 2003, the university was restructured into colleges, and has since undergone two additional academic restructurings, to reflect the needs of students, evolving professional demand, and the higher education industry itself.

Presently, the colleges include:

**The College of  
Health, Human Services, and the Sciences**

**The Reap College of  
Creative and Professional Studies**

There are also three Centers at the University

**The Center for Truth and Racial Healing**  
**The Center for the Living City**  
**The Center for Law, Justice, and Policy**

Northeast Pennsylvania's first School of Architecture opened at Marywood University in 2009, and has recently added a Construction Management program and a Master of Architecture degree program. The University was the first regional institution to offer doctoral degree programs. Current offerings include a Ph.D. program in Strategic Leadership and Administrative Studies and



a Clinical Psychology (Psy.D) doctoral program. Marywood University is one of the best places to prepare for a career in the health professions and is currently expanding its health sciences facilities with The Pascucci Family Health Sciences Pavilion, a 15,000 square-foot addition to the existing Keith J. O'Neill Center for Healthy Families. With state-of-the-art simulation laboratories and technology-supported classrooms, Marywood will be able to teach more health sciences students, who will learn and work together in one facility. This real-world environment will better prepare them to deliver an integrated model of collaborative clinical care after entering practice. Expert faculty and a long-standing reputation for the rigor and quality of its health sciences programs result in a number of regional healthcare facilities actively recruiting and employing Marywood graduates. Dozens of established regional partnerships and clinical sites facilitate allied and behavioral health placements, to meet students' training needs and support clinical site needs.

## LOCATION

Marywood University features a beautiful campus with a blend of classic academic architecture, modern facilities, and an array of athletic fields and space. Marywood is located on a scenic property of 115 acres in an attractive residential area of the city of Scranton in northeastern Pennsylvania. With a population of 77,000, Scranton is the seventh-largest city in Pennsylvania and is the county seat of Lackawanna County. Marywood provides access

and self-sufficiency to its students and campus community, with the advantage of being close to major cities of the northeast.

Scranton is within driving distance of the following cities:

*2½ hours to New York City*

*2½ hours to Philadelphia*

*4 hours to Washington, D.C.*

*5 hours to Pittsburgh*

*5½ hours to Boston*

Several airlines serve the Wilkes-Barre/Scranton International Airport, which is 20 minutes from campus. The city of Scranton is located in the Pocono Mountains region, an area renowned for the beauty of its lakes and forests, as well as the access it offers for all kinds of winter and summer sports and other outdoor activities.

The region is home to two minor league sports teams, the Scranton Wilkes-Barre Rail Riders (minor league baseball team of the New York Yankees) and the Wilkes-Barre Scranton Penguins (minor league hockey team of the Pittsburgh Penguins). Scranton provides an array of cultural opportunities—concerts, theater, ballet, lectures, and art shows. It celebrates its distinguished history as a labor center in museums and Steamtown National Park.

## UNIVERSITY LEADERSHIP

Sister Mary was elected President of Marywood University by the University Board of Trustees in April 2016 and began her presidential tenure on July 1, 2016. Throughout her eight-year tenure, the University endowment has nearly doubled and maintained a fiscally responsible status, even during universally challenging financial times in higher education and while the industry as a whole has faced a national downturn in enrollments.

To further strengthen Marywood's future, Sister Mary is presently guiding the University's \$30 million comprehensive campaign, which is set to conclude upon her retirement. Since 2016, several signature programs have enjoyed expansion, including the Physician Assistant and Architecture programs, and several innovative programs in Respiratory Therapy, Construction Management, and Biotechnology were launched. Last spring, the Living City Lab at Marywood University was established and the Center for Law, Justice, & Policy was begun, as a precursor to the engagement of students in programs that will lead to legal-related professions. Additionally, the University established the Office of Diversity, Equity, and Inclusion, out of which grew the Center for Truth and Racial Healing. Additionally, online business programs in China and Egypt, as well as on-campus programs for students from South Korea have strengthened Marywood's international presence.





Sister Mary’s belief that universities exist to serve the communities that surround them was realized, in part, with the purchase of Marywood Heights, the former Holy Family Skilled Nursing Facility, which is home to nearly 90 residents. Marywood Heights is the first UBRC (University Based Retirement Community) in Northeast Pennsylvania. In addition, the Nativity Miguel School of Scranton was relocated to Marywood University in 2019 and is now a permanent addition to campus.

Sister Mary has represented Marywood to the broader higher education community through service on boards and by her presence in the public arena. National retail partnerships, including Starbucks, the Gear Shop, the Apple Store, and the Amazon Store, have been brought to campus to provide an enhanced culture to students.

When the COVID-19 pandemic arose, the leadership successfully navigating challenges and positioned Marywood to thrive in the aftermath of a global pandemic.

## BOARD OF TRUSTEES AND RELATIONSHIP TO CORPORATION

There are currently 24 members of the Board of Trustees, including one with emeritus status and two *ex officio* (President of the Congregation and President of the University). The maximum size of the Board is 35 members and two *ex officio* members.

A board member can be elected for a term of three (3) years but may not be elected for more than three (3) consecutive three-year (3) terms. At all times, the voting membership of the Board includes members



of the Congregation of the Sisters, Servants of the Immaculate Heart of Mary, Scranton, Pennsylvania, and the alumni of the University.

Presently, there are 5 Religious Sisters and one Priest on the Board. The Board has an annual meeting, and typically two additional board meetings and one retreat are scheduled during the academic year.

In addition to the Executive Committee, there are standing committees for Academic Affairs, Financial Affairs and Audit, Enrollment Management and the Student Experience, University Advancement, Trustees, and Shared Governance.

Marywood University is a sponsored institution of the Congregation of the Sisters, Servants of the Immaculate Heart of Mary, Scranton, Pennsylvania, and, as such, the President of the Congregation and her councilors constitute the Members of the Corporation.

The relationship between the Board of Trustees and the Corporation is delineated in the bylaws of the University. The Board has fiduciary responsibility to promote and preserve the mission of the University. The Members of the Corporation have reserved powers, which include the following: changes in institutional purpose and philosophy; appointment, reappointment, or termination for cause of the President of the University; approval of new trustees, acquisition, disposition, encumbrance, or lease of real property of the institution; construction of new buildings; dissolution, merger, or consolidation of the institution with another corporation; amendments to the bylaws; and disposition of property upon dissolution.



## MARYWOOD UNIVERSITY TODAY

The University enrolls more than 2,500 full-time students; 1,792 at the undergraduate level and 757 graduate students. Total undergraduate and graduate headcount is 2,549. Diverse and/or international students compose 27% of the student body. Among the 583 incoming undergraduate students who enrolled in 2023 - 2024, approximately 111 were transfer students. Popular undergraduate programs are business, nursing, exercise science, communication sciences and disorders, and architecture. The largest graduate programs are in social work, psychology and counseling, business, and physician assistant.

About 98 percent of students are on financial aid and the undergraduate discount rate is just below 50 percent. Marywood has 134 full-time faculty; 37 percent are tenured, and 77 percent have a Ph.D. or a terminal degree. The University has about 220 adjunct faculty members. The University offers 59 undergraduate degree programs, 32 masters programs, 1 educational specialist degree and 2 doctoral programs. The Ph.D. program in Strategic Leadership and Administrative Studies prepares students for leadership roles that reflect the complexity of today's business, education, health care, and social services organizations. Recent additions to the portfolio of programs include a baccalaureate in Construction Management and Financial Crimes and expanded international partnerships including online and on campus programs.

The Pascucci Health Sciences Pavilion will open in May of 2024 to accommodate the growing nursing

and physician assistant programs. The state of the art 13.5 million dollar facility will serve as an educational and interprofessional training facility for several of the healthcare programs on campus including, nutrition and dietetics, respiratory therapy and exercise science.

The University is accredited by the Middle States Commission on Higher Education and holds thirteen professional accreditations, including in business, speech language pathology, nutrition and dietetics, physician assistant, nursing, social work, clinical psychology, counseling, respiratory therapy, music, architecture, art therapy and art and design.

## STUDENT LIFE

### Office of Mission Services

The Office of Mission Services has oversight of the founding mission and vision of the IHM Sisters. This oversight is carried out by offering education, training, and evaluation of the stated mission and core values through the Sacraments, prayer, retreats, special events, and other experience designed to highlight and preserve Marywood's mission.

Housed in the Office of Mission Services is a robust Campus Ministry Team who work with students providing all the aforementioned services as well as volunteer opportunities for students on campus, off-campus, in our satellite communities such as NativityMiguel School of Scranton, Marywood Heights, and ASEC. Students also engage in service trips to poor areas of this country, the Border, and neighborhoods in Guatemala, Peru, Africa, and other places where people are in need of our help.

## Student Engagement

The Division of the Student Experience is committed to delivering a formative co-curricular experience guided by our Catholic, IHM values, and Marywood University mission. Dedicated to a community of care, we provide student-centered services and initiatives, and nurture a sense of empowerment while accompanying students on their journey to live responsibly in an interdependent world. The Division is led by the Vice President for the Student Experience, and comprised of three areas of focus, represented through the following functional areas:

- **Student Belonging and Connectedness:** Housing and Residence Life, the Office of Student Engagement;
- **Student Health and Wellness:** the Counseling and Student Development Center, Student Health Services; and
- **Student Support:** Career Services, the Office of Retention and Advising, and the Dean of Students.

## Residence Life

In 2022-2023, more than 760 students (primarily undergraduate) lived in campus housing; the institution had capacity for 851 spaces in four residence halls, townhouse apartments, and several large homes on campus, and is in the process of expanding housing for international students. A growing need for housing is propelling us to expand our housing capacity to 908 spaces.

## FINANCES

Due to the quickly changing landscape impacting higher education, Marywood University has been proactive in the development of a 5-Year Financial model, which is a vital resource as the institution navigates towards achieving long-term financial stability. The June 30, 2023 Audit Financial Statement reflected total assets increased by \$6.7M



(total of \$234.4M), total liabilities decreased by \$2.6M (total of \$89M), change in net assets increased by \$9.3M (total of \$145.4M), and reflected a \$57M endowment fund and \$72M in debt obligations. Long term debt coverage ratio reflected 2.05 (1.10 minimum requirement), and cash and investment to outstanding indebtedness ratio (liquidity reflected 53.76% (30% minimum requirement)). The 2023/24 approved operating activity budget reflects approximately \$71M in revenues (net of scholarships).

## CAPITAL IMPROVEMENTS

Marywood University has long recognized the importance of maintaining its campus green and infrastructure. In order to minimize the value of its deferred maintenance, a five-year capital investment plan has been implemented. The University Campus Master Plan has guided a \$75 million investment in its academic programs, resident halls, and athletics. In 2023, the University began the construction of a 20,000 square foot addition. The \$13.5 million investment will be complete in May 2024. The funding for these projects came from operating reserves, comprehensive campaign and fundraising activities, grants, quasi endowment funds, and debt obligations.

## UNIVERSITY ADVANCEMENT

University Advancement, comprised of the University's Development and Alumni Engagement Programs, seeks to ensure the growth and sustainability of Marywood by building relationships and partnerships to encourage advocacy, investment, and volunteerism in support of the University's mission.

## DEVELOPMENT

In September of 2023, the University publicly launched, *EMPOWER: The Campaign for Marywood University*, a comprehensive fundraising initiative targeting: 1) construction, renovation, and renewal of buildings and spaces to support growing programs and offer state-of-the-art equipment and resources; 2) scholarships for students who might best benefit from a Marywood education; and 3) annual philanthropic support to help Marywood maintain her position at the forefront of innovative education. Through the generosity of Trustees, alumni, and friends, the campaign has raised \$26,000,000 toward a goal of \$30,000,000. A robust Development Program focused on strategic donor engagement and stewardship initiatives has delivered several transformational gifts for the University, establishing momentum for new levels of leadership giving. A special giving club known as the Presidential Society connects the University's closest benefactors with the President at an annual gratitude dinner, as well as at other on campus and virtual events throughout the year. Each spring on Marywood's Giving Day, Development partners with leaders across campus to generate new resources in support of the student experience.

## ALUMNI ACTIVITIES

There is an active and engaged Marywood Alumni Association (MAA) Board of nominated and elected alumni who support advancement activities. The MAA board works to engage and encourage alumni participation at both on and off-campus events, such as Alumni and Family Weekend and community service opportunities. Additionally, the MAA helps support students on campus through work with the Student Alumni Association (SAA), providing mentorship and career development to enhance the education of the students and prepare them to be future alumni leaders.

The Marywood Northeast PA Alumni Chapter is the largest alumni chapter, with active volunteers and recurring events, including the popular Breakfast with Santa and community volunteer opportunities. Plans are in place for additional alumni chapters in Binghamton, New York, and the Central Pennsylvania area to further enhance alumni affinity and engagement.

## LEADERSHIP

The new President will be a Catholic who has respect for the charism and mission of the University's founders and sponsors, the Sisters, Servants of the Immaculate Heart of Mary, Scranton, PA, and will embrace the vision and core values of Marywood University. The President will have an appreciation for the Liberal Arts and the foundational role they play in the strong Professional Programs that prepare our students for successful and meaningful lives.





## THE IDEAL CANDIDATE WILL HAVE

- An earned doctorate or equivalent terminal degree
- Credentials, character traits, and experience appropriate for a 21<sup>st</sup> century university president
- A commitment to Catholic Social Teaching and social justice
- A proven record of vision and leadership in various administrative and professional settings
- A proven record of building relationships with various constituencies within a university
- Significant understanding and experience in the financial management of a complex organization
- Demonstrated understanding of fundraising and the activities of university advancement
- Experience in strategic planning
- Demonstrated understanding and experience in shared governance
- Commitment to diversity, inclusion, and belonging
- Significant knowledge of the emerging trends in cyber security and compliance in all areas of university operations
- Willingness to engage in developing partnerships with other sectors, such as health care, industry, and business
- An understanding of the evolving nature of higher education and the role of recruitment, enrollment, and retention in daily operations

### *The thirteenth President of Marywood University should be:*

- A visionary who is both innovative and strategic
- A dynamic and transformational leader
- Community minded and committed to students, faculty, and staff
- Fiscally responsible
- Dynamic and inspiring
- Progressive
- Resilient
- An excellent communicator with strong interpersonal skills
- A person who lives the University's core values of Catholic Identity, Respect, Service, Excellence, and Empowerment

The Thirteenth President is expected to continue the forward moment of Marywood University. That will require embracing the five-year budgetary projection plan which has successfully completed three years; working with the Middle States Steering Committee to bring the University to a successful site-visit in the spring of 2026; and creating new strategic goals that integrate Middle States prioritizations and budgetary goals into one comprehensive plan. The new President will also embrace the Catholic University culture that incorporates Catholic Social teaching into every aspect of campus life; will actively engage in business development in order to develop programs that are attractive to students and will benefit them as future professionals; and will honor the customs and traditions that are distinctive to Marywood.

## NOMINATIONS AND INQUIRIES

Marywood University is being assisted by the partners of **Hyatt–Fennell**. Inquiries, nominations, and applications are now welcome. To submit applications, which include a letter of interest, a current résumé/cv and information for five professional references, kindly email **Marywood@Hyatt-Fennell.com**. Applications will be reviewed as they are received and should be submitted **prior to February 2, 2024**, to receive full consideration. All applications and nominations are considered highly confidential. Marywood University is an Equal Opportunity Employer.



# Marywood

UNIVERSITY

*Scranton, Pennsylvania*

*Marywood University, in accordance with applicable provisions of federal law, does not discriminate on grounds of race, color, national origin, sex, age, sexual orientation, gender identity or disability in the administration of any of its educational programs or activities, including admission, or with respect to employment. Inquiries should be directed to the Director of Equity and Inclusion/Title IX Coordinator, Marywood University, Scranton, PA 18509-1598. Phone: 570-340-6042 or email Yerodin.Lucas.*