

MARITIME COLLEGE

STATE UNIVERSITY OF NEW YORK



2023 Presidential Search Position Prospectus

“Be First and Foremost”

Presidential Search

SUNY Maritime seeks a civic-minded, knowledgeable, and dedicated leader to advance its vision to be the leading maritime educational institution in the United States. SUNY Maritime is a vibrant, student-centered institution committed to student development and engagement in the southeastern portion of the borough of the Bronx in New York City and a member of the State University of New York (SUNY) comprehensive system of higher education.

The State University of New York (SUNY) and the SUNY Maritime College Council invite applications from skilled, dynamic, and experienced academic, business and/or government leaders who are committed to student success and academic excellence.





About SUNY Maritime

The oldest and largest maritime college in the United States seeks a knowledgeable and dedicated new President to advance its vision to be the “leading maritime educational institution.”

The institution that would become the Maritime College of the State University of New York (SUNY) was chartered in 1873 to help renew the post-Civil War maritime industry of New York City. Its first home was also its first training vessel, the *USS St. Mary's*, a decommissioned, three-mast sloop-of-war, obtained through the efforts of renowned naval educator and innovator, Stephen B. Luce. The *St. Mary's* originally housed a grammar school providing traditional academic classes in the winter

months and practical cruises in the summer, a model that continues today with the new state-of-art training ship, *Empire State VII*. In 1938, the Academy established a land-based operation at its present Throggs Neck Campus in Fort Schuyler and developed waterfront facilities for its ship and related programs. Over time, the curriculum evolved into a two-year professional maritime academy and ultimately into a four-year bachelor's degree granting college around the time that it became a founding member of the newly established SUNY System in 1948.

For more information about SUNY Maritime please visit <https://www.sunymaritime.edu>.

Mission Statement

As a modern institution with a historic tradition, SUNY Maritime affirms the following mission: **“First and Foremost, Maritime College educates dynamic leaders for the global maritime industry.”**

Underpinning this mission are Maritime College’s seven Core Values:

- **Academic Excellence** - Maritime College is committed to the pursuit of excellence in teaching, scholarship, and research.
- **Student-Centeredness** - Maritime College is committed to an environment that values student success, development, and personal growth.
- **Integrity** - Maritime College is committed to principles of integrity and ethics in all aspects of our operations.
- **Respect** - Maritime College embraces diversity & inclusion and celebrates the unique contributions of all.
- **Leadership** - Maritime College is committed to providing multiple leadership development opportunities for all students.
- **Applied Learning** - Maritime College programs and majors are infused with hands-on, experiential learning opportunities.
- **Relevance** - Maritime College has an adaptive curriculum that responds to the complex and evolving needs of the maritime industry.

SUNY Maritime seeks to assure that its graduates continue to be highly sought after as leaders across a variety of industries, including marine transportation, the business of shipping, law, engineering, energy, facilities management, finance, the U.S. Armed Forces, and government service.



The Campus

SUNY Maritime is located on a 55-acre campus on Throggs Neck, a narrow spit of land in the southeastern portion of the borough of the Bronx in New York City that demarcates the passage between the East River and Long Island Sound.



The scenic waterfront property is centered by Fort Schuyler, constructed in the 1850s, which houses three academic departments (Humanities, Marine Transportation, and Maritime Technology & Operations), the Stephen B. Luce Library, the Maritime Industry Museum, the Center for Simulation and Marine Operations, and college administration. The Fort is complemented by the Maritime Academic Center that houses the Global Business and Transportation department as well as state-of-the-art classrooms, a multi-purpose conference center, dining halls, residence halls, faculty and staff housing, recreational and athletic facilities, the Science and Engineering

building, and the President's residence. Many parts of the campus provide panoramic vistas of the East River or Long Island Sound, with impressive views of coastal Connecticut, the north shore of Long Island, and the Manhattan skyline.

A key campus feature, The Waterfront, has undergone more than \$40 million in renovations and improvements, and provides slipways, docking, and storage and maintenance infrastructure to create a vibrant hub of activity with nationally ranked sailing and crew teams and diverse water related campus and community activities seven days a week throughout the year. The Waterfront hosts numerous courses, programs, regattas, clinics, and camps, and serves as a national training center for water-related activities.



Athletic facilities include a gymnasium with a six-lane, 25-yard pool and a 2,400 square foot modern weight and fitness center. The College also boasts a multi-purpose athletic turf field, as well as a new \$3.4 million baseball complex. SUNY Maritime competes at the NCAA Division III level and fields 18 varsity sports.

During recent years, the SUNY Maritime campus has undergone more than \$100 million in renovations and capital

improvements, including a new Student Union, Environmental Science Lab, Marine Engineering Systems Lab, and Student Learning Center. The College's Full Mission Bridge Simulators have undergone extensive upgrades, and a new Full Mission Engine Room, Tugboat, and Liquid Cargo Simulators have been added. A new \$6 million Seamanship Training Center with state-of-art Marine Science Lab is scheduled to open on the College's Waterfront in Spring 2024.





Academics

Maritime students have unique options to consider. They may elect to pursue a U.S. Coast Guard Merchant Mariner's License, and those who seek licensure are required to join the Regiment of Cadets, a structured military-style, uniformed lifestyle. Students not pursuing the Merchant Marine license have the option of joining the Regiment and taking advantage of the leadership training and opportunities this provides. There is no military or service obligation incurred through the pursuit of a USCG License, or

from becoming a member of the Regiment of Cadets.

Students not enrolled in one of the programs leading to a Merchant Marine license issued by the U.S. Coast Guard are required to complete a professional internship. These students, depending on their educational goals, may participate in two or three internships, and, for specific engineering degrees, at least one semester at sea.

Maritime College recently restructured its academic departments into three schools as part of the strategic priorities of the College. The Schools of Business, Science, and Humanities; Engineering; and Maritime Education and Training are each designated with their own respective Dean to lead the school and its specific programs of study. At the core of these three schools and associated nine academic departments, is the training and preparation of future mariners and professionals by distinguished faculty who teach in the College's 13 degree programs.

Undergraduate degree offerings include:

- Engineering (BE)
 - Marine
 - Mechanical
 - Electrical
 - Facilities
 - Naval Architecture

- Marine Transportation (BS)
- Marine Operations (BS)
- Maritime Studies (BS)
- Marine Environmental Science (BS)
- International Transportation and Trade (BS)
- Marine Technology Small Vessel Operations (AAS)

Maritime College's Marine Engineering, Naval Architecture, Mechanical Engineering, Electrical Engineering, and Facilities Engineering programs are accredited by the Engineering Accreditation Commission (EAC) and meet ABET standards.

Graduate degree offerings include:

- Shipping and Logistics (MS)
- Maritime and Naval Studies (MS)





The Primary Vessel

SUNY Maritime College is home to the *Empire State VII*, the first of a class of new purpose-built National Security Multi-Mission Vessels (NSMVs). Delivered to Maritime College in September 2023 and designed for both training and national disaster response and humanitarian assistance missions, the *Empire State* boasts multiple bridges and engine rooms that will greatly enhance underway training, bridge and engine room simulators, and classrooms equipped with state-of-the-art technology. A

helicopter deck, Roll-On-Roll-Off Cargo Hold, and expanded hospital facilities ensure *Empire State* can fulfill its national disaster response and humanitarian assistance missions, as needed. Library, Café, Internet Lounge, fully equipped Gym, and Student Lounges provide opportunities for students to relax and interact while not on watch or in class. Sea time on the training vessel is a required component of the SUNY Maritime College cadet experience for those seeking a US Coast Guard deck or engine license.

Students

Enrollment at SUNY Maritime is currently at 1,368 students. About 67% of the student body, more than 850 individuals at SUNY Maritime College, are members of Regiment of Cadets. The Regiment is a military style organization and is governed by a set of rules and regulations similar to that of the Federal service academies. The Regiment of Cadets is part of the training program, which works with the licensing program to impart military bearing, etiquette, and structure, as preparation for entry into the U.S. Merchant Marine. The co-existing civilian program is designed to offer students, who are not required to wear uniforms or adhere to the structure of the Regiment, a traditional college experience.



Diversity, Equity, and Inclusion

SUNY Maritime is dedicated to a safe and welcoming campus climate that promotes and respects everyone regardless of race, ethnicity, sexual orientation, age, socioeconomic status, disability, religion, gender identity and expression, and national origin. SUNY Maritime fosters an environment that is inclusive of all within the SUNY Maritime campus and community and prepares all students to successfully enter a diverse and global society.



Students participate in over 30 clubs including student government, yearbook, band, water sports, and professional organizations. The College is home to the only Navy Reserve Officer Training Corps (NROTC) unit in New York City metropolitan area. Women comprise about 14% of the undergraduate student body and 13.8% of the graduate students. Students of color make up nearly 29% of graduate and undergraduate students.



Opportunities and Challenges

The President of SUNY Maritime College is a national figure in the maritime industry, whose leadership impacts seafaring practice worldwide. The successful incumbent is one of only six individuals in the nation to serve in this extraordinary capacity. Key in assuring continued U.S. prominence in commercial and military segments of the maritime world, the President of SUNY Maritime plays an essential role in the SUNY system, bringing together strong advocacy at state and federal levels for support of the institution, profound appreciation for the importance of maritime education on the economic and security issues of the future, innovation in ongoing curriculum advancement and delivery, and the ability to achieve and promote a realistic balance between the demands of regiment discipline and academic inquiry.



The President is expected to embrace the strong traditions of the College while building on the many accomplishments of the past decade to maintain and enhance SUNY Maritime's standing in the forefront of maritime education. The President must be an effective advocate for the College with the SUNY System, state legislators, and educational and government officials in New York City, Washington, D.C., and around the globe.

Working closely with SUNY, the SUNY Construction Fund, and the Dormitory Authority of the State of New York, the President will ensure the necessary capital improvements are made to Maritime College's facilities, particularly the Science and Engineering Building, Gym, and Residents Halls.



Achieving Financial Sustainability

SUNY Maritime's next president will need the fiscal acumen to enable strong financial management across all areas of the College and will be expected to take the steps necessary to balance the campus budget. The President will need to be transparent, with a care for detail, and involve the Maritime community, along with other stakeholders, in discussions and actions about revenue generation and expenditure reductions to right size the campus. They will be asked to tie together strategic planning and budget planning, oversee reliable operating budgets, build strategic academic business models, integrate financial matrices with long-range plans, identify new and existing resources for program and infrastructure investment, and maintain strong internal controls.

Bolstering Enrollment Management

The President will be expected to lead efforts that more fully engage the entire campus in enrollment management, develop and monitor targets by academic discipline, increase agreements other institutions, identify and approve new degree programs to expand enrollment, and enhance student retention activities. The President will have the opportunity to foster new and innovative ideas and approaches to lead the continued growth of SUNY Maritime.



Academics

With the delivery of a new \$350 million state-of-art training ship, the President will lead an effort to review and modernize the College's Merchant Marine license programs. As the maritime industry continues to undergo rapid changes through the development of digital technologies, new fuels, and propulsion systems, the President will work within the recently established academic schools to ensure Maritime College's academic programs meet the needs of industry, both now and in the future.



Boosting and Building Community and Engagement

With many deeply committed students, faculty, and staff, the next president can promote trust and nurture a spirit of mutual respect through open and effective communication. Shaping a discourse that leads to principled agreement and consensus around competing issues will help to build an even stronger sense of community at Maritime. The President should quickly grasp a culture that practices high standards and rigor, values high quality teaching, wrestles with meeting enrollment and retention goals, and values shared governance in concert with strong and decisive leadership. Through careful listening and an inclusive dialogue, the opportunity exists to encourage the sense of shared mission and vision among and between all constituencies, which is so important to fulfilling the College's potential.

With the launch of a multi-year marketing campaign, the President will spearhead efforts to increase enrollment, particularly in Maritime College's Merchant Marine license programs, by developing new recruiting opportunities, outreach programs, and markets of prospective students.



Shared Governance and Strategic Planning

The President is expected to understand and promote the concept and practice of shared governance with the faculty at SUNY Maritime toward a common goal of student success. As a public institution, with many of its employees as members of various public employee unions, the President must be comfortable working collaboratively in a collective bargaining environment.

Maritime College is in the final year of executing its strategic plan, “Charting a New Course.” The President will be expected to implement a transparent and collaborative process to develop a new strategic plan that will guide the College moving forward.

Diversity, Equity, and Inclusion

The next SUNY Maritime president is expected to embrace the cultural differences of students, staff, and faculty from diverse backgrounds and demonstrate a commitment to maintaining a strong sense of community and inclusive excellence. This includes recruiting and retaining more diverse faculty, staff, and administrators to better serve an increasingly diverse student population. The successful candidate will demonstrate commitment to the College’s overall mission on diversity, equity, and inclusion.

Local, State, and Global Impact

SUNY Maritime College is located in New York City, a gateway to global maritime commerce and security interests. The President will capitalize on the asset its location provides to broaden and enhance the impact of SUNY Maritime on national and international maritime policy and practice.

The President, as leader of the oldest and largest US maritime academy, is expected to play a proactive role in shaping maritime policy for U.S. and foreign entities, and to engage closely with various domestic and international agencies, (MARAD, USCG, the International Association of Maritime Universities and the International Maritime Organization).



Enriching a Culture of Giving

As the College's chief fundraiser, the President should have direct involvement with the Maritime College Foundation, Inc., and the campus's successful advancement program. The President will be expected to solidify, build, as well as expand outreach efforts. The new President will have the opportunity to establish priorities for future fundraising and play a critical role in the next campaign. The President's engagement is expected to result in an enriched philanthropic culture for Maritime.

Working closely with the Maritime College Foundation, the President will personally engage in significant fundraising/resource development activity for the College. The President will take the lead in building relationships that will lead to programmatic growth and investment in SUNY Maritime, with constituencies such as maritime industry leaders, institutional alumni, and governmental bodies.



Desired Attributes

The College has developed the following list of personal qualities and professional qualifications and experiences that match the agenda of opportunities outlined in the previous section. The search committee seeks a strong leader who will work with the campus community and support students, faculty, and staff.

The successful SUNY Maritime president will:

- Have a record of significant accomplishments in their chosen fields and have a record of demonstrated leadership;
- Be an able communicator and collaborator with all constituents and an engaged leader with students, faculty, and staff with a personal desire to be visible and accessible;
- Be a person committed to the College's overall mission of a student-focused environment and support diversity, equity, and inclusion efforts;
- Be a transparent leader who listens, communicates, and collaborates effectively with all campus constituents, SUNY System Administration, labor unions, and other SUNY institutions;
- Be a person who possesses a track record of sound financial management;
- Be keenly interested in and able to successfully engage alumni, donors, and the regional community in both fundraising and ongoing relationships;
- Be adept at establishing new partnerships, leading capital campaigns, and working with college foundations and funders.
- Be a decision-maker who recognizes that engaging with the College community, embracing shared governance, and exhibiting transparency in deliberations better ensures wise decisions and campus cohesion;
- Have, or demonstrate, the propensity to gain knowledge and/or an understanding of the maritime industry as it exists today and have a vision for the best ways to educate professionals for future careers within the industry;
- Be knowledgeable, or be able to become familiar with, the various licensing and certifications required by the Maritime Administration, the United States Coast Guard, and international organizations such as the International Maritime Organization;
- Be a person of good will, a leader with "human touch," and a visionary who can adapt and evolve in the face of change.



About SUNY System Administration

Maritime College is part of the State University of New York, the largest and most comprehensive university system in the nation, with more than 95 percent of all New Yorkers living within 30 miles of any one of SUNY's 64 colleges and universities. Across the system, SUNY has four academic health centers, five hospitals, four medical schools, two dental schools, a law school, the country's oldest school of maritime, the state's only college of optometry, and manages one US Department of Energy National Laboratory. In total, SUNY serves about 1.4 million students amongst its entire

portfolio of credit- and non-credit bearing courses and programs, continuing education, and community outreach programs. SUNY oversees nearly a quarter of academic research in New York. Research expenditures system-wide reached nearly \$1.1 billion in fiscal year 2022, including significant contributions from students and faculty. There are more than three million SUNY alumni worldwide, and one in three New Yorkers with a college degree is a SUNY alum. To learn more about how SUNY creates opportunity, visit www.suny.edu.



APPLICATIONS

Interested candidates should submit only a cover letter and resume/curriculum vitae to RPA Inc. at sunymaritimepresident@rpainc.org. Qualified candidates should have a terminal degree, executive-level leadership experience, and good management skills.

For a confidential discussion about this opportunity or to make a nomination, please email Isaac Karaffa, Vice President and Senior Consultant, or Dana John Cohick, President, at the email address listed above. The first review of candidates will continue through January 15, 2024.

SUNY Maritime is an Equal Opportunity Employer, Affirmative Action, and Americans with Disabilities Employer. The College is committed to recruiting, hiring, training, and promoting persons at all employment levels without regard race, color, national origin, religion, creed, age, disability, sex, gender identity, gender expression, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, or criminal conviction or any other characteristic protected by applicable law.

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