Introduction

The Opportunity:

New York Institute of Technology (NYIT) is seeking a dynamic, data-driven, results-oriented fundraising professional to reinvigorate its development and alumni relations departments at a critical time in the university’s 62-year history. The new Vice President will have the unique opportunity to collaborate closely with NYIT’s new president, Hank Foley, and other university leaders as they redefine and set course on the institution’s overarching near- and longer-term strategic plans. This creative, outgoing and determined fundraiser will take the lead in revitalizing a dormant culture of lifetime giving and support from donors and alumni by forging new relationships and shoring up existing ones.

NYIT — a dynamic, complex, highly ranked and accredited, nonprofit private university — remains committed to its goal of educating the next
generation of leaders, and to inspiring innovation and advancing entrepreneurship. It offers more than 90 degree programs in more than 50 fields of study, including undergraduate, graduate, medical and professional degrees. Under the leadership of President Foley, NYIT is poised for an exciting time of growth as it embarks on clarifying its strategic goals and vision. This new direction could include major investments in campus infrastructure to support student activities, research and technology.

NYIT’s reputation as a technology-driven, future-focused university is validated through its consistently high rankings in *U.S. News & World Report, The Chronicle of Higher Education* and others. In addition to its academic endeavors, NYIT is dedicated to uniting academia, industry and government to convene and deliver solutions to the world’s greatest challenges now and in the future. Its mission-driven, faculty- and student-led research efforts focus on applications to benefit the greater world.

Approximately 10,000 students are enrolled annually, representing nearly 50 states and 100 countries. It welcomes one of the most diverse student bodies in the country, with 27% international student enrollment. More than 2,000 full-time and part-time faculty and staff support these students.

**Position Overview – Vice President for Development and Alumni Relations**

The Vice President for Development and Alumni Relations (VP) at NYIT will lead the university’s fundraising programs by creating, implementing and evaluating a comprehensive and strategic development plan. With a data-driven, outcomes-oriented approach, this innovative strategist and communicator will help to build on the institution’s reputation and resources to enhance its ever-higher academic quality and institutional success. Based in New York (NYIT has campuses in Manhattan and Old Westbury, Long Island), the VP will be required to travel locally, nationally and internationally to foster relationships among donors and alumni.

**Key Responsibilities:**

- Work closely with the president, the Board of Trustees, and other university leaders to set a new direction for university fundraising in alignment with NYIT’s strategic goals.
- Working side by side with the President to design an organizational structure and growth plan that will significantly and efficiently increase private support and substantially strengthen relations to alumni.
• Oversee and execute all aspects of this comprehensive development plan, guiding and collaborating with those within NYIT who are responsible for its implementation.
• Set and achieve key fundraising performance objectives; evaluate the effectiveness of campaigns; assess current conditions and identify areas for further development.
• Develop personal relationships with key stakeholders and high-net-worth benefactors and potential donors.
• Help shape and drive an NYIT culture of commitment by faculty, administrators, staff, alumni and key advisors to the university’s mission, philosophy and values.
• Develop opportunities and methods to energize, motivate and engage current and potential donors.
• Identify and leverage the institution’s key differentiators and values, incorporating them into a solid development communications strategy.
• Form a cohesive, integrated and inspired team, dedicated to improving alumni and donor engagement and communication.
• Establish dynamic processes in all phases of donor qualification, cultivation, solicitation and stewardship.
• Forecast, examine and skillfully address a wide variety of current and future barriers to success.
• Champion a results-focused culture among the development staff and collaborate with those supporting its efforts.
• Work with the president, peers and stakeholders to review strategies; extend, adjust and update them in response to the evolving philanthropic landscape, stakeholder interests, prospect agendas and institutional needs with the ultimate goal of establishing and launching a capital campaign to take NYIT to the next level of success.

**Educational Requirements:**
• Minimum Level of Education Required: Bachelor’s degree. Master’s degree is preferred.

**Position Knowledge/Skills/Abilities Requirements:**
• At least 10 years experience as a senior-level fundraising and development professional in higher education.
• Broad background in fundraising, including demonstrated success and a solid record of accomplishments in personal solicitation of major gifts/planned gifts, Board development and campaign planning/management.
• The VP will have a track record of collaboration and understand the importance of teamwork and collegiality to work across the Institute with deans and Vice Presidents in order to achieve ambitious alumni relations and development goals.
• Strong understanding of strategic planning processes and implementation.
• Experience in establishing performance metrics, evaluating performance outcomes and implementing performance improvement.
Experience developing a strong alumni relations program as an integral part of development.

Entrepreneurial mindset. Willing to experiment and take considered risks, and support others in “thinking outside the box” to achieve and exceed goals.

Understanding of how perceptions are shaped and decisions made; knowledge of multiple strategies and tactics to motivate and influence.

Fluent and experienced in contemporary discipline-specific software. Uses technology to access and analyze available data relevant to the issues explored.

Demonstrated enthusiasm for surmounting obstacles and inspiring others to do so.

Confident and self-assured while dedicated to forging strong relationships among partners, peers, donors and alumni. Quickly and easily creates rapport in a wide range of social and professional contexts. Open-minded and adaptable.

Takes initiative. Enjoys being in the role of catalyst, prompting others to act. Competitive and achievement-oriented.

Development and Alumni Relations Overview

NYIT is looking for a new development and alumni relations leader to work closely with new NYIT President Hank Foley to define and build the university’s next chapters of evolution and success. Deeply experienced in advancement strategy and execution, President Foley is eager to transform the development and alumni relations program at NYIT. Bringing his experience as interim chancellor at Mizzou and as a dean and department head at Penn State in the midst of billion-dollar campaigns, President Foley’s savvy and grasp of the importance of philanthropy will help the next Vice President achieve ambitious goals for the institution.

This includes the maturation of development activities, including the growth of alumni giving, especially for new graduates and extending relationships with new donors to encourage a lifetime of giving.

Pursuing these goals will require a strategic expansion of the development office at NYIT and new initiatives in the areas of planned giving, donor relations, alumni relations and donor communication.

NYIT has made steady financial progress since the 2008-09 recession. Since 2009, NYIT has recorded positive operating results each year, with unrestricted net assets increasing from $83.9 million (FY 2009) to $141.9 million (FY 2017). Year-end cash balances increased from $41.8 million to $45.9 million, and investments increased from $45.0 million to $84.3 million over the same period. Finally, through early debt retirement and...
refinancing actions, NYIT has reduced outstanding bonds payable from $74.6 million in FY 2014 to $43.4 million in FY 2017, while revising bond covenants to increase the university’s debt capacity.

Traditional avenues for revenue are under stress. With declining enrollment throughout the Northeast and tuition/financial aid pressures, the need to identify and attract new sources of non-tuition-driven funding is critical. NYIT’s past fundraising successes have been modest, and new leadership will be focused on boosting overall institutional fundraising results. This includes a genuine opportunity to better engage NYIT’s alumni — many of whom have achieved professional and financial success.

In support of tapping into this dormant capacity, leadership needs to map out an aggressive plan for “friend-raising” and donor cultivation. NYIT’s Board of Trustees will be a strong ally in this effort. Strengthening the culture of philanthropy and stewardship will ideally lead to the university's first comprehensive capital campaign.

**Client Overview**

Founded in 1955, NYIT has seven schools and colleges: School of Architecture and Design; College of Arts and Sciences; School of Engineering and Computing Sciences; School of Health Professions; School of Management; College of Osteopathic Medicine; and the newly formed School of Interdisciplinary Studies and Education. The university is guided by its mission to provide career-oriented professional education; offer access to opportunity to all qualified students; and support applications-oriented research that benefits the larger world. NYIT’s research efforts are receiving unprecedented levels of funding, and its expertise in areas such as cybersecurity, robotics, implantable/wearable technologies, medicine, healthcare, sustainability, visualization and computer graphics, and more are providing solutions for real-world problems.

With anchor New York campuses in Old Westbury and Manhattan, programs in several countries, an additional location of its medical school in Arkansas, and online programs, NYIT offers a variety of learning opportunities that focus on global challenges and solutions but are contextualized to local needs.

Experiential learning is a priority for the university, which offers students the opportunity to participate in faculty-led research, internships and service learning, study-abroad programs, and a range of conferences and guest
lectures. The academic experience at NYIT is complemented by an expanding roster of programs for students to become engaged in co-curricular campus life, including Division II athletics, Greek life, student leadership programs, cultural activities, and academic and social clubs.

Over the past 15 years, the quality and diversity of NYIT students has increased significantly, as has the size and quality of its distinguished faculty. The university has upgraded its infrastructure while recasting its branding strategy to raise its local, national and international profile.

While NYIT’s 100,000 alumni can be found in all 50 U.S. states and more than 100 countries, more than 50% live in the New York-Long Island metropolitan region.

**Leadership Goals for NYIT**

NYIT has a positive reputation among its peers and industry for its focus on technology and innovation, its outstanding medical school and its commitment to student success. The Vice President for Development and Alumni Relations has the opportunity to partner with new President Hank Foley in leading the university community toward new and positive outcomes.

The university — like many of its peers — is dealing with increased competition for enrollment from private institutions and less costly public institutions, modest fundraising results, and challenges in student retention and graduation rates. Of particular note is the need to sharpen the university’s long-term identity, strategy and direction. These challenges are complicated by the diversity of its campuses, academic programs and student profiles. These opportunities are aimed at transforming an institution with a proud heritage into a dynamic, progressive university educating students in new ways.

Several efforts have been prioritized for the leadership of the university in the coming years, centered upon the interrelated areas of academic administration and culture, program review, enrollment management and student success.

**Redefine and reinvigorate the roles and accountabilities of leaders in academic affairs that can result in building excitement and passion for NYIT’s future.**

NYIT’s overall leadership culture currently is being transformed by its new president into one characterized by transparency, inclusiveness and a shared passion for NYIT’s next chapters of
success. This will be particularly important to cascade through the academic organization, where deans and department chairs will be encouraged to “own” their areas of responsibility and take full accountability for their finances, operations and strategic priorities.

**Evaluate NYIT’s academic programs and diverse assets to ensure that they are fully synergistic in supporting the university’s mission and that they are enhancing the value of an NYIT degree.**

One of the immediate priorities for leadership is evaluating NYIT’s current profile of programs, locations, students and facilities to make sure that its business model is “balanced” in a way that sets clear priorities for future investments of university resources. This assessment should ensure that these programs are supportive of growing the university’s enrollment and reputation. Like all institutions of higher learning facing tighter resources, the discipline of setting academic priorities needs to intensify.

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**Bolster the commitment of academic affairs to building and sustaining NYIT’s enrollment and student success.**

In light of NYIT’s tuition-dependent finances and “early warning signs” of enrollment slippage — especially for undergraduate students — President Foley and the senior leadership team are highly focused on growing and sustaining enrollment. This involves efforts to better define and present NYIT’s value proposition to prospective students. It will also draw on new and creative ways to capture the evolving student marketplace, with potential opportunities to grow adult programs and online courses that have not been prominent to date. This exploration of technology-enabled learning should engage faculty as partners.

President Foley and the senior administration team are working on Master Plans for both New York campuses and developing plans for potential multi-phased capital construction projects, including new campus commons and new academic buildings and spaces. These initiatives — if approved and implemented — would dramatically reshape the image of NYIT, changing its commuter campus identity into a more dynamic culture of living and learning, enhancing enrollment opportunities to draw students from outside the region, and bolstering student pride in NYIT and the university’s overall image.

Finally, NYIT needs to continue its efforts already underway to improve student retention and graduation rates.
Build relationships and NYIT’s stature within the community.

NYIT enjoys a physical location of prominence in Long Island and Manhattan, but has not fully capitalized on this to achieve appropriate prominence and recognition. Through highly visible, personal engagement, the president will continue to raise public awareness of NYIT and strengthen the university’s partnerships and relationships with local business and community leaders, as well as with nonprofit, educational and for-profit organizations in the region. Alumni, volunteers and the community should be encouraged to engage in the life of the institution and to commit to the university’s success.

Location

New York and Other Locations Worldwide:

NYIT students have the option of pursuing their degrees in two New York locations: in New York City, in the heart of the world’s largest economic, cultural and technological center, or in Old Westbury, Long Island, a bucolic suburban campus. The two New York campuses are 30 miles apart and are accessible via public transportation. There are nearly 206,000 square feet of classroom space at the two campuses, plus approximately 3,000 square feet of research labs.

The Old Westbury Campus includes the original C.V. Whitney and other Gold Coast estate buildings on 176 landscaped acres. The buildings have been reconstructed for academic use, while preserving the beauty of the setting and open vistas. The campus is consistently ranked as one of America’s safest.

NYIT College of Osteopathic Medicine is located in Old Westbury, with a second location in Jonesboro, Arkansas. The Jonesboro campus is linked with Old Westbury through state-of-the-art technology, allowing students to tackle and respond to the challenges of the medically underserved Delta region.

Other campuses currently include Beijing and Nanjing, China; Vancouver, Canada; and Abu Dhabi, United Arab Emirates.
Background Checks:

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Appendix

Leadership:

Henry C. “Hank” Foley, Ph.D.
President

Henry C. “Hank” Foley, Ph.D., is the fourth president of New York Institute of Technology (NYIT). He joined the university in June 2017 after serving as interim chancellor of the University of Missouri-Columbia (MU). A seasoned administrator and an accomplished research scientist and teacher, Foley brings to NYIT decades of high-level experience in strategic planning, economic development and advanced research collaborations, program development and enhanced funding in higher education.

As MU’s interim chancellor, Foley directed the university’s research mission, as well as led the quality and effectiveness of all academic programs. He joined the University of Missouri System in 2013 as executive vice president for academic affairs, where he was tasked with growing its academic and research expertise before being appointed interim chancellor in November 2015. Foley has also served as vice president for research and dean of the graduate school at The Pennsylvania State University. In addition, he has held faculty appointments at MU, Penn State and the University of Delaware.

Foley earned a Bachelor’s degree in chemistry at Providence College, a Master’s degree in chemistry from Purdue University, and doctorate in physical and inorganic chemistry from Penn State. An accomplished researcher who has dedicated more than 30 years to advancing the study of nanotechnology, he holds 16 patents, has written more than 150 articles and a textbook, and has mentored nearly 50 undergraduate and graduate thesis students. Foley has been recognized as a fellow of the American Institute of Chemical Engineers, the Industrial and Engineering Chemistry Division of the American Chemical Society, the American Association for the Advancement of Science and the National Academy of Inventors. In addition, he holds numerous memberships in professional and honor societies, including the Computing Research Association, Sigma Xi, Phi Lambda and Sigma Pi Sigma. In 2015, Foley was awarded an Honorary Doctor of Science by Providence College and in 2017 earned the Distinguished Science Alumni Award from Purdue University.
Leonard Aubrey, M.B.A.
*Vice President for Finance and Operations, CFO and Treasurer*

Leonard Aubrey has served as NYIT’s senior financial executive since 2003. In addition to overseeing a $275 million annual budget, Aubrey’s areas of responsibility include all financial functions, student accounts, procurement, real estate, extended education, dining services and a multi-use conference facility.

Aubrey has helped lead committees that conceived and successfully implemented a strategy for NYIT’s Central Islip site that saved $3.4 million, and that prepared, for the first time, income statements for each school. Following Lehman’s bankruptcy in 2008, he converted $83 million in credit default swaps to fixed-rate bonds, producing $8.5 million in interest savings, added $12 million to non-operating income, and secured favorable covenants and security requirements and NYIT's first-ever investment-grade rating. He also renegotiated real estate contracts and secured one of the largest contributions in NYIT history. Aubrey was part of a leadership team that expanded participation in the budget process that has consistently produced favorable operating results and increased net assets from $36 million in fiscal year 2004 to $143 million by fiscal year 2015.

Prior to NYIT, Aubrey was president and CEO of NYU Downtown Hospital and served in leadership roles at NYC Health and Hospitals Corp., the Port Authority of New York and New Jersey, NYC Office of Management and Budget and NYC Office of Economic Development. Aubrey has an M.B.A. from Baruch College, an M.P.A. from Maxwell School of Syracuse University and a B.B.A. from University of Massachusetts.

Jerry Balentine, D.O., FACEP
*Vice President for Medical Affairs and Global Health*

An expert in emergency medicine, Jerry Balentine served as chief medical officer and executive vice president of St. Barnabas Hospital and Healthcare System in the Bronx prior to becoming NYIT’s vice president for medical affairs and global health in 2014. At St. Barnabas, he held numerous positions, including medical director, co-director of the department of emergency medicine and residency director. Balentine has been a faculty member at NYIT College of Osteopathic Medicine since 2009, and was most recently acting chair of the emergency medicine division within the Department of Medicine.
A graduate of Philadelphia College of Osteopathic Medicine, he completed his internship at St. Joseph’s Hospital in Philadelphia and his emergency medicine residency at Lincoln Medical and Mental Health Center in the Bronx, N.Y., where he served as chief resident. He earned his undergraduate degree from McDaniel College in Westminster, MD.

Balentine has authored and edited many web and textbook chapters and is medical editor of newyorkmedicaljournal.org. He is also a medical author for the WebMD network, which includes MedicineNet, eMedicineHealth, RxList and WebMD.

Nancy Donner
Vice President for Communications and Marketing

Nancy Donner leads NYIT’s integrated marketing efforts and oversees all advertising, graphic design, editorial services, digital/web communications, online media, event planning, publications, gallery exhibitions, internal communications and media relations.

Since joining the university in 2013, she has helped increase awareness and enhance the reputation of the university by developing a comprehensive marketing strategy that started with a refreshed brand identity. Donner spearheaded the creation of newly designed promotional materials, a lively advertising campaign aimed at recruitment, a redesign of the alumni magazine, promotional videos for every school, social media strategies, and a mobile-first/content-driven and award-winning website.

A native New Yorker, Donner has spent the better part of her 25-year career working to promote education, culture and organizations devoted to the social good. While at the helm of The New School’s marketing and communications team, she led efforts to amplify the university’s brand, improve its reputation and utilize new digital, broadcast and social media tools to reach the widest and the most targeted audiences. Donner also served as vice president for communications and marketing at The New York Public Library, where she oversaw all public and media relations, internal and external communications, graphic design and promotions for one of the world’s largest nonprofit institutions.

A Brown University graduate, Donner has also served as a consultant for foundations, think tanks and educational organizations, including The Ford Foundation.
Catherine R. Flickinger, J.D.
General Counsel

Catherine Flickinger, J.D., oversees NYIT’s contracts and litigation; supervises policies, practices and procedures throughout the university’s departments; ensures that intellectual property from research is successfully developed and protected; and oversees human resources.

Her career path has included New York law firm Cravath, Swaine & Moore, CBS Inc. and more than 20 years as executive vice president and general counsel at media publisher Hachette Filipacchi Media, where she led the legal and human resources departments. At Hachette, she negotiated a joint venture between the company and the late John F. Kennedy Jr. to publish George magazine, the former politics and celebrity publication, for which she provided legal counsel during its six-year run.

Flickinger earned her J.D. from Columbia University School of Law and her Bachelor’s degree from the University of Pennsylvania. In 2004, the New York County Lawyers’ Association named Flickinger one of its 40 Outstanding Women of the Bar.

Mark C. Hampton, Ph.D.
Vice President for Planning, Analytics and Decision Support
Interim Vice President for Enrollment Management

Mark C. Hampton joined NYIT in 2016. His responsibilities include providing high-level, analytically based and data-driven advice, as well as leadership and oversight to the planning, assessment/accreditation and institutional research activities of the university.

Prior to joining NYIT, Hampton served as vice president for finance and administration at Washington College in Chestertown, MD, where he oversaw all finances, technology, facilities and operations. As assistant vice president for budget and financial planning at the University of Virginia, he directed the development and implementation of its Academic Division’s operating and capital budgets, and led efforts to develop a new activity-based internal financial model.
Hampton has also held strategic planning, institutional research and faculty positions at Virginia Commonwealth University, State Council of Higher Education for Virginia and University of Utah. In addition, he has served as Board member for several organizations, including ROSMY, City Schoolyard Garden and Curry School Foundation, and is a member of Phi Kappa Phi and Phi Eta Sigma academic honorary societies. Hampton holds a Doctor of Philosophy in Educational Leadership and Policy, Master of Statistics in Mathematics and a Bachelor of Arts in Mathematics from the University of Utah.

Lou Reinisch, Ph.D.
Interim Provost and Vice President for Academic Affairs

Lou Reinisch is a physicist with a Ph.D. from the University of Illinois in Urbana, IL. He has been published in over 100 peer-reviewed publications and has several patents. He has consulted with various companies and had two spin-off companies formed using his work in fluorescence. One company, Veritide, manufactures a fast, noninvasive, reagent-free test for the bacterial spore, anthrax. The other company is in the investigative phase of developing a noninvasive screening tool for diabetes.

Prior to joining NYIT, Reinisch held the following positions, including: dean of arts and sciences at Farmingdale State College (2013–2016); head of the Department of Physical and Earth Sciences at Jacksonville State University (2009–2013); dean of science and the director of medical physics at the University of Canterbury in New Zealand (2002–2008); and director of laser research at the Department of Otolaryngology at Vanderbilt University Medical Center (1991–2002). He was also an associate professor at the Laser Biophysics Center at the Uniformed Services University of the Health Sciences (1988–1991), an assistant professor at the Department of Physics at Northeastern University (1984–1988) and an Alexander von Humboldt research fellow at the University of Muenster in Germany (1982–1984).

Dan Vélez
Director of Intercollegiate Athletics and Recreation

Dan Vélez became NYIT’s director of intercollegiate athletics and recreation in September 2017. He joined NYIT two years prior as associate director for intercollegiate athletics and chief of staff, responsible for the department’s day-to-day internal operations and business advancement. In that role, he served as the sports administrator for men’s lacrosse, women’s lacrosse, men’s basketball, women’s soccer,
volleyball and baseball, as well as recreation and intramurals, and also as the department’s liaison for human resources, finance, accounts payable and facility services. He continues to serve on the NCAA Division II Women’s Soccer Regional Advisory Committee.

Prior to joining NYIT, Vélez was the associate athletic director for operations at Siena College in Loudonville, NY. He was the sport administrator for field hockey, women’s swimming and diving, and men’s and women’s cross country. Additionally, he oversaw the financial and general reporting of Siena’s Department of Athletics and led Siena’s summer sports camps. He coordinated all team travel for 22 NCAA Division I sports, served on the MAAC Swimming and Diving Championship Committee and contributed to developing and executing Phase 1 of Siena’s Alumni Recreation Center renovation. He also served as Seton Hall University’s assistant athletic director for facilities and operations. Vélez has a B.S. in education from Kutztown University and an M.S. in sports management from West Virginia University.