



## President

### Leadership Profile

Summer 2021



*WittKieffer*

## Executive Summary

Webb Institute seeks nominations for and expressions of interest in the position of President.

Located in Glen Cove, New York on Long Island Sound, Webb Institute is a unique, top-ranked undergraduate institution offering one academic option: a double major in Naval Architecture and Marine Engineering. Webb Institute, a private undergraduate engineering college, is the only full-tuition scholarship engineering college in the country. Founded in 1889 by industrialist and philanthropist William H. Webb, the Institute has a long and distinguished history of attracting top students and producing well educated and highly skilled engineers. Alumni have had distinguished careers in all sectors of the marine industry for over 100 years.

With nine full-time teaching faculty and 105 undergraduate students, Webb Institute epitomizes close partnerships between students and faculty in an intimate, small college setting. Students are instructed directly by the faculty, on a first-name basis. Students work in a cohort model throughout their four years in one of the most rigorous and respected interdisciplinary engineering programs in the U.S. Its graduates are highly valued by a range of industries, with consistent 100 percent placement rates. Since its founding, Webb Institute operations have been funded primarily by its endowment and by perennial 70%+ alumni participation in its Annual Fund. Webb currently meets full need for the entire student body. All students receive a full-tuition scholarship while room and board scholarships are available for those students with demonstrated need. More information about Webb may be found at <https://www.webb.edu/>.

Over Webb's lifetime, trustees and administrators have continuously developed and executed strategies to secure Webb's future through strategic investment, new initiatives and the identification of new resources. With the recent construction of a state-of-the-art academic center and a successful capital campaign, Webb is excited to welcome a new president to build on its legacy of success. Webb seeks an exceptional leader who is inspired by Webb's mission, brings significant administrative and organizational management experience, demonstrates an aptitude for fundraising and is committed to the values of a student-centered, inclusive and diverse community.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 15.



## Role of the President

The President of Webb Institute reports to the Board of Trustees and is responsible for the academic and financial integrity of the institution. Reporting to the president are the Dean of Faculty, Director of Research, Director of Financial Affairs, Director of Facilities, Director of Development, Director of Admissions and Student Affairs, Director of Human Resources, Director of Information Technology and Director of Media Relations and Communications. The Institute employs a total of 35 faculty and staff. Webb's operating budget for 2021-2022 of \$8.4 million includes routine capital improvements of \$0.7 million and a contingency for COVID related expenses. Its endowment as of June 30, 2021 is approximately \$80 million.

<b>Presidential Responsibilities</b>	
<b>Finance</b>	
<ul style="list-style-type: none"> <li>Direct and oversee the development of realistic annual operating and capital budgets that support progress toward the long-term spending policy established by the Board of Trustees. This includes presentation of those budgets to the Finance Committee and Board, the management of expenses and expenditures within those budgets and timely presentation of actual vs. budget reporting.</li> </ul>	
<ul style="list-style-type: none"> <li>Direct and oversee the identification of long-term capital spending projects where debt financing is appropriate and advisable, the identification of appropriate sources and collateral for related financings and the presentation of proposals to the Finance Committee and the Board regarding the assumption or accelerated repayment of debt by Webb.</li> </ul>	
<ul style="list-style-type: none"> <li>Direct and oversee the development of annual insurance programs to mitigate financial risks to Webb and the presentation of related programs to the Finance Committee and Board. Included in this responsibility is the requirement for periodic assessment of the frequency and likely financial exposures of various financial risks that Webb faces.</li> </ul>	
<b>Development</b>	
<ul style="list-style-type: none"> <li>Direct and oversee the development of annual fund-raising targets in conjunction with the Alumni Association and the Development Committee of the Board, the cultivation and maintenance of relationships with key donors and foundations and the reporting of progress against fund-raising targets to the Board, key donors, the alumni community and relevant foundations.</li> </ul>	
<ul style="list-style-type: none"> <li>In conjunction with the Board of Trustees, participate in the planning and execution of periodic capital campaigns, including the strategic purpose of such campaigns and coordination with Board committee(s) established to oversee such campaigns.</li> </ul>	
<b>Admissions</b>	
<ul style="list-style-type: none"> <li>Direct and oversee the establishment and execution of plans to identify and promote Webb to a diverse population of high school juniors and seniors to support the Board's objectives regarding diversity while maintaining Webb's high standards for academic achievement, ethics and well-rounded individuals who will make contributions and be successful in their careers at Webb and beyond.</li> </ul>	

**Academics**

- Work with the dean and faculty to maintain Webb's high standards for an academically rigorous, interdisciplinary engineering program buttressed with a sound liberal arts foundation that is relevant to the industries that typically support Webb's graduates.
- Support the dean and faculty in successful accreditation by all relevant agencies.

**Information Technology**

- Direct and oversee efforts to ensure that Webb provides appropriate levels of technology to support Webb's high standards of academics and its world-class engineering programs and meet the expectations of our students and the industries that Webb serves.
- Direct and oversee efforts to provide appropriate levels of security and disaster recovery to restore our technology platform within an acceptable timeframe, which might be caused by key points of failure or malicious intrusion.

**Media and Communications**

- Direct and oversee establishment of plans to promote Webb and provide clear and consistent communication to Webb's various constituencies using appropriate media to reach each constituency.

**Facilities**

- Direct and oversee the development, continuous update of and execution of a 10-year plan for facilities maintenance, upgrade and replacement in order to avoid catastrophic failure of key elements of Webb's facilities and infrastructure, as well as the attendant financial impacts.

**Human Resources**

- Direct and oversee the establishment and execution of plans to facilitate the recruitment and retention of a faculty and staff that supports Webb's high standards of academics, ethics and mission statement approved by the Board, including efforts to provide for a diverse, equitable and inclusive community.
- Ensure the appropriate and equitable treatment of all members of the Webb community, including students, staff, faculty and others on campus.

**Strategic Planning**

- Support the Board in the periodic preparation of a long-range strategic plan that addresses trends and developments in the industries that Webb supports and society in general.



## Opportunities and Expectations for Leadership

The new president is expected to address the following critical leadership issues, among others:

### **Develop and communicate a vision**

After more than 100 years educating and training naval architects and marine engineers, Webb Institute has consistently demonstrated that its educational model – experiential and interdisciplinary from its inception and thus ahead of its time – is successful and, therefore, worth sustaining. The close relationships built among students and faculty ensure a strong sense of team and loyalty that serves graduates well in the work force and keeps them connected to each other and the Institute. The ties between Webb and industry are reinforced by the extensive number of successful internships Webb students complete through Winter Work. Webb is continuously asking itself, “what does the naval architect and marine engineer of the future look like, and how does Webb strengthen its position and resources to continue to meet industry demand?” The next president will be able to build on the institute's unique program and strengths to develop a focused, clear direction for the next decade and beyond.

### **Strategic plan**

Webb has a history of periodic strategic planning and execution at five-year intervals. Two major decisions prior to 2019 set the stage for the Institute's [current strategic plan](#):

- **Enrollment:** First-year class capped at 28 students, yielding a total enrollment of about 105 to 110 students. This number represents a significant increase from levels in the 75 to 80 student range that were common during the last decades of the 20th century.
- **Facilities:** The Couch Family Academic Center was built to house modern lecture and design spaces for each class, as well as offices for professors, IT staff offices and server rooms, team rooms, makerspace and a computer lab. In tandem, Stevenson Taylor Hall was renovated and modified to provide upgraded systems and new residential space for the expanded student body.

The current state of Webb is strong, as evidenced in surveys of stakeholders and discussions with leaders within and beyond the Webb community conducted as part of the planning process. Webb is viewed as the strongest and most rigorous undergraduate program in naval architecture and marine engineering in the United States. Its curriculum is well-respected in the marine industry and the winter work term is seen as a positive and practical part of each student's development. The faculty is well-respected and well-liked. The collaborative environment at Webb continues to be highly valued by students and alumni. And the traditional hallmarks of Webb graduates – strong work ethic, teamwork, technical competence and practical experience – remain intact and contribute to a continued 100% job placement record. Alumni participation in annual giving is the highest of any college in the country and the Campaign for Webb has raised record sums to support critical infrastructure and programs.

The plan's key priorities build on these strengths and served the institute well through the pandemic, national economic and social challenges. The next president will be expected to continue leading the plan's implementation while adapting to new variables caused by the pandemic and other unforeseen

challenges. Among the key priorities are ensuring Webb continues to attract and retain a highly qualified, diverse faculty, staff and student body.

### **Diversity, equity and inclusion**

Over the past several years, Webb's board of trustees has reaffirmed its commitment to promoting diversity, equity and inclusion at Webb, and in winter of 2021 reviewed a draft **DEI plan** to guide efforts to advance these values. The plan contains actionable and accountable initiatives that will expand the diversity of candidate pools for prospective students, faculty, staff and trustees and provide a pathway towards a more diverse and inclusive campus environment. The president is expected to continue leading this and other efforts through modeling and putting into action the values of DEI in everything that Webb does and stands for.

### **Expand revenue sources**

The founder's presumption that the Institute's endowment "would be sufficient to allow the institution to be self-supporting in perpetuity" has been understandably impacted by economic, public health, political and demographic forces. The board and leadership have long understood the need to supplement the proceeds from Webb's founding corpus with fundraising and other sources of revenue. Fundraising is essential and one of the president's most significant responsibilities. The remarkable alumni giving rate (perennially in excess of 70% of living alumni) and recent successful \$51.6 million capital campaign demonstrate Webb's capacity to generate philanthropic support. With a lean administration, all hands must be on deck, from faculty to staff and trustees, to ensure fundraising potential is maximized. The president must ensure the Institute is taking advantage of all options for increasing revenue.

### **Increase visibility**

Webb is well known and respected within the industries it serves and among its loyal alumni population, but it is not well known beyond those populations, even to its local community. The fact that Webb has long been engaged in experiential and interdisciplinary engineering education with a strong liberal arts core, and that its graduates are so successful, needs to be better publicized and recognized across the nation and around the world. Historically able to attract a very high quality student body, the Institute faces stiff competition from competing programs that can offer similar experiences at more name brand institutions with larger, more diverse programs. The president will be expected to work with senior staff and faculty to evaluate and enhance the institute's ability to recruit and retain an outstanding student body and faculty.

### **Reinforce a collaborative leadership and management culture**

Higher education is experiencing a period of profound change. The past several years have required that presidents, boards and campus leadership pivot quickly and develop creative solutions and new methodologies while engaging stakeholders in solving problems. Webb's next president must consider one of their primary responsibilities supporting and reinforcing best practices in shared governance, board engagement and professional development of faculty and staff to ensure the institute's constituents can optimally contribute to its success.

In an organization as small as Webb, it is critical that the president make effective and efficient use of all resources, most especially its people who are often called upon to wear many hats, to perform multiple functions outside of their scope of responsibility or job description and to pitch in when needed. The president is no exception and is also expected to perform many tasks that in larger organizations might otherwise be delegated. Furthermore, in an environment of constrained resources and competition for high quality faculty and staff, management needs to retain and honor its valuable employees. A culture of transparent communication, respect, empathy and inclusive shared decision-making is essential to engender the loyalty, teamwork, commitment and passion for excellence that the Webb community personifies.



## Professional Qualifications and Personal Qualities

The ideal candidate will have the following professional qualifications and personal characteristics:

### Professional Qualifications:

- Significant experience leading and managing an organization
- An understanding of and keen interest in Webb's mission and programs
- Demonstrated successful fiscal oversight of a complex organization
- Experience in or deep familiarity with a maritime related field or industry
- Direct experience raising philanthropic revenue and/or forging strategic relationships with potential funders
- An understanding of the higher education landscape
- Demonstrated results advancing the values of diversity, equity and inclusion
- Experience in a non-profit environment and an understanding of the relationship between an institution and its governing board
- An advanced degree preferred

### Executive competencies:

#### Ability to develop and implement a vision

- Ability to champion the vision and mission of the institute and to create ownership of and commitment to its purpose and priorities
- Well-honed strategic thinking and planning skills
- The ability to set clear focus and direction; organize discussion/decisions effectively
- An entrepreneurial nature and the ability to assume all risk inherent in leading an organization
- The courage to make bold choices, seize opportunities and do the right thing

#### Capacity to forge effective relationships

- Excellent oral and written communication skills
- A generous personality that can engage all kinds of people
- An inclusive philosophy that values diverse backgrounds, perspectives and voices
- The ability to bring out the best in people
- The capacity to recognize and cultivate strategic relationships
- A respect for and interest in recruiting and retaining an effective faculty, consistent with Webb's academic goals

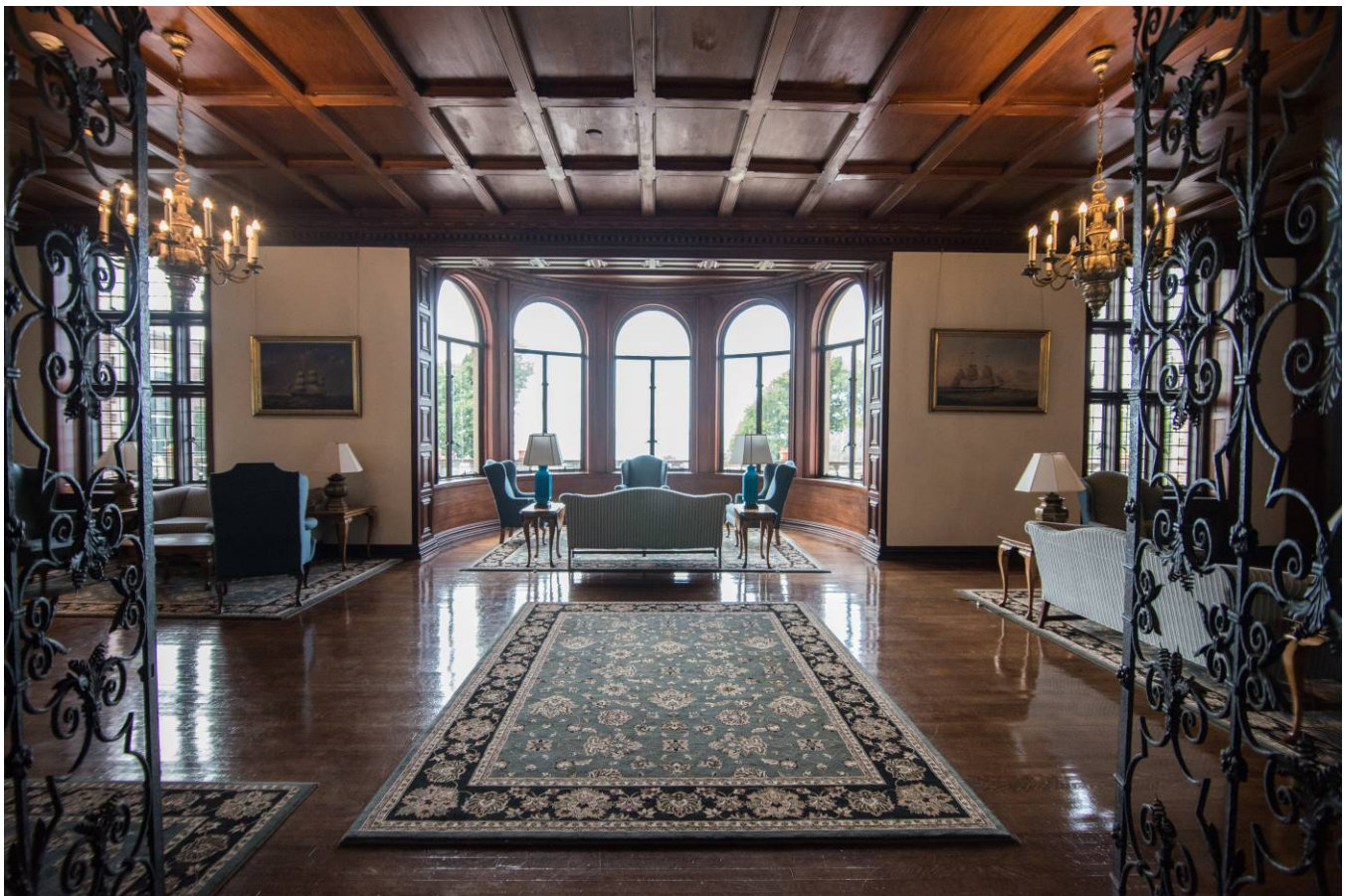
#### Management strengths

- Ability to recognize and develop a talented and collaborative leadership team
- Ability to delegate effectively, coupled with the flexibility required to lead a small organization
- A servant leader philosophy
- Ability to execute through others and hold them accountable for results
- An understanding of and ability to promulgate a culture of shared governance



**A high degree of emotional intelligence**

- The capacity to listen, understand and connect with others
- A mind open to possibility
- Integrity and trustworthiness
- Passion for work
- Humanity and empathy
- Belief in the values of diversity, equity and inclusion
- A deep commitment to the academic enterprise, effective teaching and student success



## About Webb Institute

### Overview

#### MISSION STATEMENT:

To inspire and educate tomorrow's leaders in an extraordinary learning community focused on engineering and design in the marine field.

#### Webb Institute:

- Provides a rigorous education in the principles of engineering and the fundamentals of naval architecture, marine engineering, shipbuilding and related marine technologies;
- Develops skills that will enable graduates to become leaders and make significant contributions to their chosen profession and the wider community;
- Instills in graduates the highest ethical standards and sense of professionalism;
- Cultivates curiosity in the arts, sciences and humanities, and provides the background and encouragement necessary to support lifelong learning; and
- Perpetuates the values of William H. Webb.

### History

On April 2, 1889, the state of New York incorporated Webb's Academy and Home for Shipbuilders as a non-profit institution. Industrialist and philanthropist William H. Webb had provided the Academy with an endowment. It was intended to serve not only as an educational institution for future naval architects, but also as a retirement home for William Webb's employees.

Webb's first campus in the Bronx was used for 50 years. During World War II, the Institute was closely associated with the U.S. Navy as a training center for naval officers. When it became clear the Institute needed a new facility during the 1940's, Webb acquired The Braes, the former country estate of Herbert L. Pratt, in Glen Cove on the North Shore of Long Island. Constructed between 1912 and 1914, the main house had a distinct H-shaped layout and Jacobean, Tudor and Renaissance-influenced design elements that made it distinct among Long Island estates of the era. It was the largest of the six Pratt estates in Glen Cove. The estate was purchased by Webb in November 1945, conversion work began in 1946 and classes began there in 1947. A library and auditorium were added to the campus in 1971. The original main building now contains dormitories, offices and retains much of the original early 20<sup>th</sup> century décor. Webb began admitting women as students in 1974.

A complete history and description of the Institute's facilities, program and curriculum can be found [here](#).

### Academics

The student body of Webb Institute currently numbers 105, approximately 25% of them female and 18% from diverse racial and ethnic backgrounds. Webb currently has nine full-time faculty members and no teaching assistants. Students have high access to professors who routinely make themselves available at

most hours. Adjunct faculty from local colleges and industry teach some science, engineering science, technical electives and humanities courses at Webb.

Academically, the coursework is intense, consisting of 146 required credit hours. Students spend five hours a day in lecture, and can spend more than ten hours a day studying. During the mandatory internship period from January through February each year, students seek positions in the maritime industry including shipyards, design offices and aboard merchant vessels. All seniors are required to complete a senior thesis. Seniors are strongly encouraged to take the Fundamentals of Engineering exam, in which they usually perform exceptionally well. While Webb's graduation rate fluctuates from year to year because of its small size and its single degree focus, it is generally in the range of 70 to 80 percent and has trended higher in recent years. More information about the curriculum can be found at <https://www.webb.edu/academics/curriculum/>.

Webb's dual 'Bachelor of Science degree in Naval Architecture and Marine Engineering' was rated as 'the number one most valuable major' by *Bankrate* in 2019. In 2021, *Payscale* ranked Webb #11 in the U.S. for the best return on investment (ROI) and listed the average early career pay as \$81,500 for graduates. Webb was also listed #22 under the top 50 "smartest colleges in America" by *Business Insider* in 2018. *Princeton Review* also regularly rewards Webb with high ratings in academics (94), admissions (97), and quality of campus life (90), and currently ranked Webb #5 with the most accessible professors.



Webb has an ongoing student exchange program with the University of Southampton in the UK.

## Campus

The campus of Webb Institute covers 26 acres, fronting directly on Long Island Sound and about a mile and a half from the center of Glen Cove. The educational and supportive facilities of Webb Institute are housed in six buildings. In addition to the academic buildings, the campus includes a private beach, boathouse, tennis courts, a gymnasium and playing fields. The main building, Stevenson Taylor Hall, was originally the residence of the Pratt family and is now the hub of Webb's academic and social activity. It contains administrative offices, the Livingston Library, dormitory rooms, public rooms and the dining hall. On the lower floor are the science laboratories, recreation rooms and the Henry Auditorium, a combined lecture hall and auditorium with amphitheater seating for 180 persons.





Four identical classrooms and four identical design studios are housed on the upper level of the Couch Family Academic Center, which was dedicated in the fall of 2019 and opened in the spring of 2020. The school is atypical in that the professors, rather than students, rotate to each classroom. The classrooms are dedicated to lecture hours and are outfitted with flexible furniture to support team-oriented assignments or traditional lectures and with contemporary camera equipment and electronics to support remote instruction. Each of the four design studios house one class cohort with one work station for each student which he or she occupies for the entire

academic year. All classrooms, team rooms, and design studios are accessible by the students 24 hours a day, 7 days a week. This approach forms the basis for Webb's close-knit and collaborative academic experience.

A unique feature of Webb's academic facilities is its 90-foot (27m) -long model ship model basin, which is used by students for lab assignments, faculty research and senior theses. Other facilities include physics and chemistry laboratories, an extensive library, an engineering lab for mechanical and electrical experiments, a carpentry shop, machine shop, a modern computer lab and video conferencing facility. Students have limited around-the-clock access to these facilities. There is an emphasis throughout Webb's academic program on hands-on experience, and several classes require conducting experiments or building and testing models.

Webb's [course catalog](#) contains a complete description of Webb's facilities.

### Winter Work

Winter Work is Webb Institute's term for its unique internship periods. Webb students are required to work in certain areas of the marine industry for eight weeks during the months of January and February. Freshmen typically serve as apprentices/mechanics in shipyards or boatyards and sophomores serve on board ships as observers at sea. Juniors and seniors perform internships in various engineering firms and design offices. By the time students' graduate, they have eight months of work experience. Recently, Winter Work has become increasingly more global, with several students traveling overseas to China, the Netherlands, Denmark, Greece and the United Arab Emirates.

### Zeien Lecture Series

Endowed by alumnus Dr. Alfred M. Zeien, a Webb alum and former CEO of Gillette, the Zeien Lecture Series brings distinguished speakers to Webb to discuss a wide variety of topics including business, politics, international relations, engineering, boat building, sailing and other topics. In addition, the Series has enabled Webb to further its program on leadership and to raise its profile among individuals who otherwise might not have known its history and key role in the US maritime industry.



## SEA Program

Webb Institute's Summer Engineering Academy (SEA) is designed to introduce middle and high school students to the field of engineering through classroom learning, challenging team-oriented hands-on activities and a local field trip to an engineering-related site.

## Rankings

Webb's dual 'Bachelor of Science degree in Naval Architecture and Marine Engineering' was rated as "the number one most valuable major" by *Bankrate* in 2019. In 2021, *Payscale* ranked Webb #11 in the U.S. for the best return on investment (ROI) and listed the average early career pay as \$81,500 for graduates. Webb was also listed #22 under the top 50 "smartest colleges in America" by *Business Insider* in 2018. *Princeton Review* also regularly rewards Webb with high ratings in academics (94), admissions (97), quality of campus life (90) and currently ranked Webb #5 with the most accessible professors.

In an academic year, a maximum of 28 students are accepted for the program, making it a rare and highly valuable field of study.

## Accreditation

Webb Institute is a four-year accredited engineering college. The Naval Architecture and Marine Engineering Program is accredited by ABET (Pending – visit completed Fall 2020) and Middle States Commission on Higher Education (Accreditation reaffirmed in 2020).

## Residential Life

All students are required to live on campus for all four years in residential space in Stevenson Taylor Hall. Webb Institute has no fraternities or sororities.

## Honor Code

The student body adheres to an Honor Code, which prohibits lying, cheating and stealing. The Student Organization administers the Honor Code, operates the student treasury, oversees social activities and serves as liaison between students and the school administration.

## Extracurricular Activities

Students have many options for recreation during their studies. Webb has five intercollegiate athletic teams: Sailing is year-round; soccer and basketball in the fall; and volleyball and tennis in the spring. The school has its own yacht club and fleet of racing sailboats, automotive workshop and English pub. New York City is an hour away by the Long Island Rail Road. There are many student-led activity clubs on campus as well, both sporting and intellectual.



## Financials

Because of the founder's endowment and the on-going financial support of its alumni, all students who are U.S. citizens or permanent residents receive a full tuition scholarship. Financial aid is available to cover room and board for students with demonstrated need.

- Operating Budget FY 2022           \$8.4 million
- Endowment as of June 30, 2021   \$80 million
- Total Fund-raising FY 2020       \$3.8 million

In June of 2020, Webb completed a five-year capital campaign which was the most successful campaign in its history raising over \$50 million. Proceeds from this campaign were used to fund the construction of the Couch Family Academic Center and other capital projects throughout the campus, to offset operating costs, and to build Webb's endowment. Approximately \$10 million of the capital campaign funds raised are in form of planned gifts which will be received in the coming years.

Historically, Webb has had little or no long-term debt on its balance sheet. To finance the Couch Family Academic Center and other capital projects throughout the campus, Webb's Board of Trustees has authorized long term financing of up to \$8 million to be paid off over not more than 30 years. As of June 30, 2021, long-term debt stands at approximately \$5 million, is collateralized by a portion of the unrestricted endowment and bears an interest rate of 1.25%.

## Board of Trustees

Webb Institute is governed by a 31-member [Board of Trustees](#). Trustees serve up to three four-year terms, meet three times each year and work through a number of standing committees. Members represent significant stature in their fields including CEO of the American Bureau of Shipping, current or former academic administrators and presidents, one of the highest ranking civilians in the Navy Department, current and former shipbuilders and company owners, and others with prominent careers in finance, investments, and law.

## Alumni/ae

Many graduates establish careers in the maritime industry, with virtually 100% job placement or acceptance to graduate schools. Graduates also forge careers in other engineering fields, or find success in finance, law, medicine or whatever field they wish to pursue. About a third of each graduating class eventually goes on to pursue an advanced degree. Webb has an active alumni association which supports over 1,100 living alumni/ae, fosters a thriving social network, and maintains an alumni fund. The alumni giving rate is over 70%, one of the highest rates in the United States.

## Glen Cove, New York



The Jewel of the North Shore and a model for modern day renaissance, the [City of Glen Cove](#) traces its history back to 1668. Located in Nassau County on Long Island, Glen Cove is an ethnically diverse city whose population of 27,000 embodies a kaleidoscope of cultures. The city has a rich history and many assets including Gold Coast mansions, fabulous beaches, nature preserves, museums and a bustling downtown filled with shops and distinctive restaurants. Located within 30 miles of New York

City, Glen Cove is less than an hour's drive from either JFK or LaGuardia airports, and situated close to the Long Island Railroad.



## Procedure for Candidacy

Applications should include a *curriculum vitae* and a letter of application that addresses the responsibilities, qualifications and personal characteristics described in this Leadership Profile. All inquiries will be treated in confidence. Credential review will begin immediately and continue until the position is filled.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

**Lucy Leske and Julia Bradley**  
**[WebbInstitutePresident@wittkieffer.com](mailto:WebbInstitutePresident@wittkieffer.com)**

*Webb Institute values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*