Leadership Profile

President

Confidential

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This Leadership Profile is intended to provide information about Labouré College and the position of President. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

The Board of Directors of Labouré College invites nominations, expressions of interest, and applications for the position of president. This is an opportunity for a transformational leader to guide the College into its next phase of development as a fully independent institution in the Catholic tradition. The president will have a deep commitment to the College’s mission to educate compassionate caregivers and to engage through interdisciplinary study with the complex issues within healthcare and society. Labouré College, located in the Boston suburbs in Milton, offers Bachelor’s (RN-BSN) and Associate’s degrees (Nursing; Health Information Technology; Radiation Therapy; and the LPN-RN degree) and several Certificate programs, including Clinical Documentation Improvement; Intraoperative Neuromonitoring; Neurodiagnostic Technology; and Medical Coding. The college’s over 850 students are typically working professionals in the health care fields in the greater Boston area who attend the college part-time.

The next president will chart a direction for the College that will ensure strategic program development; enrollment growth and retention improvement; a broadening and deepening of the College’s fund raising reach and results; and best practice management in all aspects of the College’s operations. A growing commitment to hybrid and online education will guide much of the College’s program development and strategy for growth. The new President will embrace the possibilities available through education in the health professions – both nursing and allied health areas – and work closely with a dedicated faculty and administrative team to realize the great potential of Labouré College.

Labouré College resulted from the merger of three Catholic hospital-based schools of nursing in the Boston-area. St. John Hospital School of Nursing in Lowell, MA; St. Margaret’s Hospital School of Nursing in Boston, and the Carney Hospital School of Nursing, also in Boston were merged by the Daughters of Charity in 1951 to form the Catherine Labouré School of Nursing, eventually located on the grounds of the Carney Hospital in Boston’s Dorchester neighborhood. The Catherine Labouré School of Nursing was the first independent, regional, three-year diploma program in New England. In 1972, the school was granted a charter by the Commonwealth of Massachusetts to offer the associate degree in nursing.

Although its origins go back 125 years, in many ways today’s Labouré College is a relatively new institution. For all of its history, the College had operated under the auspices of the Archdiocese of Boston and since the 1980s was owned by Caritas Christi, the network of Catholic affiliated hospitals in the greater Boston area. The Caritas Christi system was purchased by Steward Health Care in 2010, and the College operated as a Steward affiliate for
the next few years. In 2013, the College amicably disaffiliated from Steward and became a free-standing institution for the first time in its history.

The Board of Directors seeks a dynamic, effective, and forward-looking president who will build on this distinguished history and lead Labouré College in its next phase of growth and development.

The Role of the President of Labouré College

Mission Statement
The mission of Labouré College is to provide high quality education and to prepare women and men for careers in nursing and allied health fields. Inherent in the Catholic identity of the College and our educational mission is a commitment to Judeo-Christian principles, which influence the academic curricula and the college environment. Consistent with these principles, the College seeks to give opportunities to a diverse population of students to continue their education as mature adults and responsible world citizens.

Vision Statement
We aspire to be a model of excellence, recognized in the greater Boston area, New England and beyond, for innovative and collaborative approaches to education for practice in the health sector. We are committed to preparing practitioners who reflect on and care for a diverse patient population, and to fostering interdisciplinary approaches to address complex issues within healthcare and society.

The president is responsible to the Board of Directors for the overall leadership and management of the College. The president will join an institution laudably focused on improvements in enrollment, academic programs, student outcomes and fund-raising. The president will work in concert with a dedicated senior administrative team and an engaged Board of Directors to raise the visibility and strengthen the position of the college in a highly competitive marketplace for education in the health professions in the greater Boston area. This charge requires a leader of considerable leadership and management acumen and experience, preferably from within higher education. The president will embrace the College’s mission to educate the student body to deliver high quality, compassionate health care to a diverse patient population.
Opportunities and Expectations for Leadership

Among the many opportunities the next president will be asked to address are the following critical leadership issues:

**Lead a mission-centered College:** Since its origins as a school of the Daughters of Charity, Labouré College has been committed to its mission of providing exemplary nursing and health care education and to the values of human dignity, social justice, and compassion. The College values educating students to provide compassionate patient care, encourages participation in charitable works, and offers many opportunities for people of all faiths to come together throughout the year for reflection and worship.

**Provide collaborative leadership to achieve shared goals:** The College seeks a leader who is a natural communicator and who leads through collaboration and shared governance. Members of the faculty and administration at Labouré College are eager to play a more active and responsible role in the overall governance of the College. This is a position for a leader of unquestioned integrity, maturity, sound judgment, and impeccable reputation who will spend time with administrators, faculty, students, and alumnae/i, to bring further cohesion to an institution that hopes for an even more ambitious array of programs and services as part of its future plans. The president will foster a team-oriented environment that will support the effective communication of goals and objectives and will provide the tools to help the entire community grow and develop collectively and individually.

**Grow enrollment:** The College’s enrollment results have been varied in the past several years. The president will work closely with enrollment management leaders to stabilize enrollment, discuss with the Board of Directors long-range enrollment plans, and work with faculty to review enrollment demand in all programs. The Board recognizes that continuing to grow enrollment will be a long-term and purposeful endeavor and the president will be charged with envisioning the optimal enrollment strategy for the College and developing a comprehensive, multiyear plan for the structure, programs, initiatives, and resources required to succeed with such a plan.

**Increase philanthropic support/raise brand awareness:** Labouré College’s leadership is committed to prioritizing fund raising in the next president’s tenure. A reinvigorated, institution-wide commitment to raising the College’s profile through marketing and externally focused activity is recognized as a key commitment for the next president. Streamlining and improving internal systems and expanding the solicitation of major gifts and annual fund support will be
critical to success. Accordingly, the next president will be an active, enthusiastic and successful relationship builder with the demonstrated ability to convert those relationships into investments on behalf of the College. The next president will oversee the work of a development team which is results-driven and committed to the long-term stability, expansion, and success of the College.

A key part of the College’s success with external relations will depend on raising its profile in the Milton, Boston, and New England markets. The College’s brand identity lags behind its actual accomplishments and does not fully capture the energy and warmth of the community and the deep sense of mission and purpose felt by students, faculty, and staff. The president will “think bigger” about Labouré’s potential for partnerships, connections, and community leadership and will craft a pro-active strategy to raise the profile of the College in its many markets.

**Ensure compliance with all regulatory requirements:** Education in the health professions is highly regulated by external stakeholders. The president of Labouré College serves as a principal point of contact with many of the regulators, including as liaison with the New England Association of Schools and Colleges (NEASC); the Board of Registration in Nursing (BORN); and others. Labouré College’s reputation and future depend upon its ability to be in compliance with all external regulations and the president is accountable to the Board for the College’s maintaining good standing with these entities. In the Fall of 2016, the Board of Registration in Nursing review the College’s Associate in Science in Nursing program and asked the Division of Nursing to accomplish a series of tasks designed to improve the first-time pass rate on the National Council Licensure Examination (NCLEX.) Pending the reporting of success in the requested improvements, BORN has placed the program on “Approval with Warning” status.

The College has complied with the BORN requests and implemented many other best practices to improve student outcomes. Early results are quite favorable for recent graduates although comprehensive results will change more slowly. BORN has been satisfied with the measures taken by Labouré and has asked leadership to mentor other nursing programs in the area as they navigate similar challenges. That said, it is unclear when warning status will be lifted.
Candidate Qualifications

Labouré College is ready for a new leader to join a committed and dedicated community and bring vision, passion, and the ability to execute an ambitious plan to the College. The College expects the new president will share the commitment to education in the health professions and will demonstrate the desire and commitment to work within a diverse and dynamic community.

Candidates should have an earned doctorate or other appropriate terminal degree. Progressively responsible administrative leadership experience within a complex organization, preferably in higher education will be important for the next president. The president should show an understanding of both the potential and the risks involved in expanding into the on-line education market, and have experience and interest in education for a diverse population of adult learners.

The President will show evidence of strategic skills, financial acumen, and experience in change management. Labouré College is at a critical crossroads in its history and candidates will be expected to have the skills to assess the College’s needs and assets early in the tenure and work closely with the Board to develop a sustainable, strategic position for the College. Enthusiasm for expanding the College’s friend and donor base is a key skill for the next president.

Experience with education in the health professions is preferred, as is a democratic and inclusive leadership style. The College seeks a leader with exceptional interpersonal and transparent communication skills who demonstrates a record of promoting collaboration and cultivating strong internal and external partnerships and relationships. The capacity to embrace change and work creatively with an appropriate respect for culture and tradition will be key to the president’s success at Labouré College.

Labouré College is attempting to build infrastructure and improve systems throughout the College. The president should value, respect, and work easily within a college that is increasingly sophisticated in its use of data in decision making and planning. The president will have the analytical and intellectual skills to lead cogent planning and work within sound management systems.

As a mentor to a talented faculty, staff and student body, the Labouré president is an active, visible, present, and accessible member of the community. The president will be the “voice” of the College and play a significant role in raising the profile and visibility of the school externally and the sense of shared purpose and commitment to excellence internally.
About Labouré College

Quick Facts:
- The original school of nursing was established in 1892.
- Private, independent college with roots in the Catholic tradition
- Academic programs at the bachelor, associate, and certificate levels in nursing and healthcare education
- All commuter student body
- Traditional (classroom based), hybrid, and fully-online programs
- Accredited by the New England Association of Schools and Colleges

Who are the students at Labouré College?
- Enrollment of approximately 850 students as of Fall, 2017
- Average age is 31
- 92% female
- 95% part-time
- 35% hold prior degrees
- Almost 50% of student body students of color
- Students come from surrounding towns, particularly Brockton, Dorchester, Quincy, Hyde Park, Randolph, and Milton
- Approximately 64% work while they earn their degree
- Average student income is $29,297
- 40% receive Pell Grants
- 36% have children or dependents
- Over 6,000 alumni serving patients in the Boston area and across the country
Board of Directors

The Board of Directors is responsible for the general management and supervision of the business and affairs of the College. Specifically, the Board deals with matters relating to the long-range plan for educational programs and services, facilities, personnel, organization and management for the College. The Board establishes mechanisms to assure the quality of educational programs, plans and reviews the College’s services, approves the College’s budget, and approves the awarding of the degree of Associate of Science and Bachelor of Science to students completing the requirements of their programs.

For many years, the College was governed under the Archdiocese of Boston and owned by Caritas Christi, a network of Catholic hospitals incorporated in the 1980s. The Caritas Christi network (including the College) was purchased in 2010 by Steward Health Care. In 2013 the College disaffiliated from Steward Health Care, becoming independent for the first time in its history. The split from Steward Health Care was an amicable one and Labouré students continue to learn clinical skills in Steward hospitals as well as several other teaching hospitals in the Boston area. During the transition away from Steward, a Class of Members was retained from the archdiocesan structure to assist the College with the transition. Steward Health Care expressed its confidence in Labouré College as an independent entity through a substantial gift to the College to help fund the purchase of the College’s free-standing campus in Milton, MA. Currently, three individuals serve as Members, and two of those simultaneously serve on the Labouré Board of Directors. Under the terms of the agreement with the Class of Members, the Board of Directors of the College shall not, without approval by an affirmative vote of two-thirds (2/3rds) of the Members then in office: change the purpose of the College; approve the amendment or restatement of the Articles of Organization of the College; and/or approve the merger, dissolution, consolidation or sale of all or substantially all of the assets of the College.
History of the College:

In 1633, St. Vincent de Paul and St. Louise de Marillac founded the Daughters of Charity in Paris, France. Deeply concerned with the poverty and suffering surrounding them, they brought together a group of young women who shared their dedication of helping the poor and the sick. These first twelve peasant girls were unlike other Sisters at the time because of their desire to live and work among those in need.

Born in 1806, St. Catherine Labouré entered the Daughters of Charity in Paris, France at age 24. As a novice, Catherine received three visions of the Virgin Mary. During her third vision, the Virgin Mary urged Catherine to commission a medal that would bestow grace upon those who wear it. After bringing the medallion to the world, Catherine lived the rest of her life as a simple nun caring for the sick. Her legacy and lifelong devotion to caring for the ill and elderly have inspired healthcare organizations around the world to operate in her name and spirit.

(St. Catherine Labouré Video) (St. Catherine Labouré History)
Milton, Massachusetts

Situated at the edge of Boston, Milton is a contemporary suburban community that has a rich historical heritage, tree-lined streets, and acres of protected open space. Milton is unique in that it has an abundance of conservation land, while still being convenient and close to the opportunities in Greater Boston. The town has approximately 27,000 residents with the racial makeup of the town as follows: 77.4% White, 14.3% Black or African American, 0.1% Native American, 4.1% Asian, 0.0% Pacific Islander, 0.6% from other races, and 2.5% from two or more races. Hispanic or Latino of any race were 3.3% of the population.

Milton is accessible via public transportation and lies within the Massachusetts Bay Transportation Authority (MBTA) district. It is the home of Milton Academy, Curry College, a number of cultural attractions, and a lively downtown district with restaurants and shopping. The Blue Hills Conservation Area, with 6,000 acres of protected land, offers opportunities for hiking, skiing, snowshoeing, nature walks, and swimming in the town of Milton.
Procedure for Candidacy

Inquiries, nominations, and applications are invited. Review of applications will begin in October and will continue until the position is filled. The position is available in January 2018, although a later start date is possible. For fullest consideration, applicant materials should be received by October 19, 2017. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile and the names and contact information for five references. References will not be contacted without the prior knowledge and approval of the candidates. These materials should be sent electronically via email to the consultants for the search, Joyce DeLeo and Sheila Murphy at Laboure_President@wittkieffer.com. The consultants can be reached by telephone through the desk of Candice Jones at 630-575-6929.

Labouré College is a non-profit institution with a Catholic-guided mission. The College honors and welcomes all faith traditions. Minority, veteran, and persons with disabilities are encouraged to apply. Labouré College provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to ethnicity, color, religion, sex, national origin, age, disability, genetics, and other categories as protected by Massachusetts law. Labouré College expressly prohibits any form of workplace harassment based on race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability, or veteran status.

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