

STRETCH YOUR MIND

MC  
MARYVILLE  
COLLEGE



**THE SEARCH** *for a*  
**VICE PRESIDENT** *and*  
**DEAN** *of the* **COLLEGE**

MARYVILLE COLLEGE IN Maryville, Tennessee, a private, four-year co-educational liberal arts college of high quality and strong reputation, announces its search for its next Vice President and Dean of the College. Expressions of interest and nominations for this distinctive leadership opportunity are invited.





## MISSION STATEMENT

*Maryville College prepares students for lives of citizenship and leadership as we challenge each one to search for truth, grow in wisdom, work for justice and dedicate a life of creativity and service to the peoples of the world.*

### ABOUT MARYVILLE COLLEGE

Established in 1819 and affiliated with the Presbyterian Church (USA), Maryville College is one of the nation's fifty oldest colleges and the twelfth oldest in the South. Located in Maryville, Tennessee, the College is ideally situated between the Great Smoky Mountains National Park and Knoxville, the state's third largest city. Over its 192-year history, the College has developed a vital sense of community.

Consistent with its church-related values, the College has forged a distinguished history of affirming openness as essential to higher education. The first woman to graduate from college in Tennessee, Mary Wilson in 1875, earned a Maryville College degree. The College was the first in the state to enroll minority students, holding an open-enrollment policy from its very founding. Maryville also led the late nineteenth century effort to sustain racial integration in higher education in Tennessee. When compelled by the state to segregate in 1901, the College gave \$25,000—a little more than a tenth of its endowment at the time—to Swift Memorial Institute, Maryville's sister school. Swift was founded by William Henderson Franklin, one of the first African-Americans to graduate from Maryville College. His institute educated black students during the era of imposed segregation. Following the *Brown v. Board of Education* decision, Maryville College immediately reenrolled African-Americans.

The College's legacy of progressiveness is displayed in other longstanding commitments to diversity that include international education, addressing the needs of the hearing impaired, and educating students from Southern Appalachia. First-generation college students have been welcomed and supported for decades on the campus, with a significant proportion of current students possessing that distinction.



Maryville has been, and will continue to be, a college of opportunity for many.

The College's full-time enrollment for Fall 2011 is 1,032. Minority student enrollment increased from 12 percent in 2005 to a high of 15.7 percent in 2010. Maryville enrolls a majority of in-state students (79 percent), with 29 states and 18 countries also represented. Georgia, Florida, North Carolina, and Virginia are the most common feeder states outside of Tennessee. The College is committed to expanding its student body in a responsible manner which will support and foster the vibrant learning environment present on campus. The first-year retention rate routinely rests in the 70-percent range. The six-year graduation rate is in the upper 50-percent range.

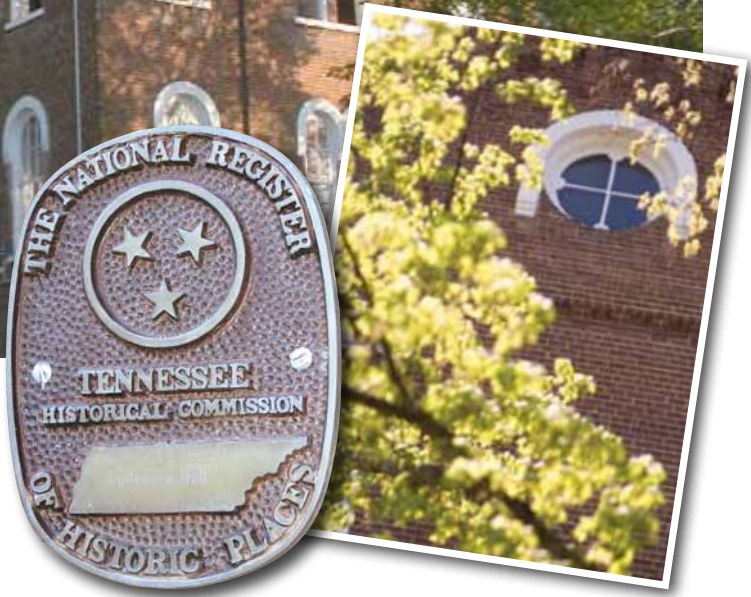
Approximately 75 percent of students live on campus. Most Maryville students are between the traditional ages of 18-24. For the class entering in Fall 2011, the students' mid-50



percent range ACT was 22-27. Among students from high schools reporting class rank, nearly 70 percent of first-year students graduated in the top 25 percent of their high school classes, and 42 percent ranked in the top 10 percent.

The direct cost for a full-time student attending the College in 2011-12 is approximately \$39,160. This includes tuition (\$29,230), room (\$4,584) and board (\$4,652), and student and miscellaneous fees (around \$700). More than 95 percent of Maryville College's students receive financial assistance through scholarships, awards, loans, or employment. Maryville's current tuition discount rate is 56 percent.

The College completed its most recent capital campaign, "Our Window of Opportunity," in 2010 with a record-setting \$78.3 million raised. Targeted worthy projects included new construction and enhancements to existing structures. Gifts to the endowment and the Maryville Fund (annual fund) were also aggressively courted. The previous comprehensive campaign, MC2000, was completed in 2000 and realized \$21.2 million against a \$17.8 million goal. Total gifts to the College in FY 2011 equaled over \$4.4 million. The endowment and funds acting as endowment are valued at \$62 million, and the College's annual operating budget is \$32 million.



Consistently ranked in the top tier of Southern colleges in national magazines in recent years, the College is also featured in the John Templeton Foundation's guide to "Colleges that Encourage Character Development." It is one of only 12 private colleges honored as a "Founding Institution" by the national project "Foundations of Excellence in the First College Year." As a corollary, *U.S. News & World Report* recently included the College's First-Year Experience in its "Programs to Look For" category and has named Maryville as a Best Value College. The College has also been recognized as one of the region's best by Princeton Review.

Maryville College honors the Scottish heritage of its founders in many ways, from fielding "the Scots" athletic teams, to the popular vocal ensemble named "Off Kilter," to its very own officially authorized tartan that incorporates the College's colors of orange and garnet.

## AN ENGAGED FACULTY *and* STAFF

Maryville students are taught and mentored by 76 talented full-time faculty members, 92 percent of whom hold the doctorate or equivalent degree in their field. From 1998 to 2011, the full-time faculty has grown in size by about 20 percent, and nearly half of the faculty (46 percent) has been hired within the last nine years. Fifty-three percent of faculty are female, and 47 percent are male. Sixty-six percent are tenured, with the average number of years of service to Maryville at ten. The average age of the faculty is 44. Thirty-three adjunct faculty members add a breadth of experience and expertise to the faculty ranks. Over the last decade, faculty salaries have been raised to be more competitive with those at Maryville's peer and model colleges around the country.

Maryville faculty members are actively engaged in scholarship and research activity as well as the supervision of undergraduate research. At the same time, a sustained primary commitment to personalized teaching and learning permeates campus culture. The typical teaching load is the equivalent of six to seven courses annually. In addition, most faculty members oversee internships, independent studies, and the Senior Study—intensive yearlong projects in students' major fields. Most also serve as academic advisors to students within their division or first-year students undecided about a major field. Maryville's student-to-faculty ratio is 12.5:1, and the average class size is 19. Lively and frequent interaction between students and faculty is a hallmark of the Maryville experience.

One hundred sixty-three full-time and 66 part-time staff members comprise the College's dedicated workforce. Staff members are perceived as full partners in the academic enterprise at Maryville and embrace their roles as co-educators. Thorough and thoughtful orientations for new employees and mentoring relationships help foster a collegial working environment. A number of Maryville's own graduates have returned to *alma mater* to build their careers, and that sense of institutional history is deeply valued. Faculty and staff support of the institution is significant, with an average of 62 percent making a gift to the College over the last five years.

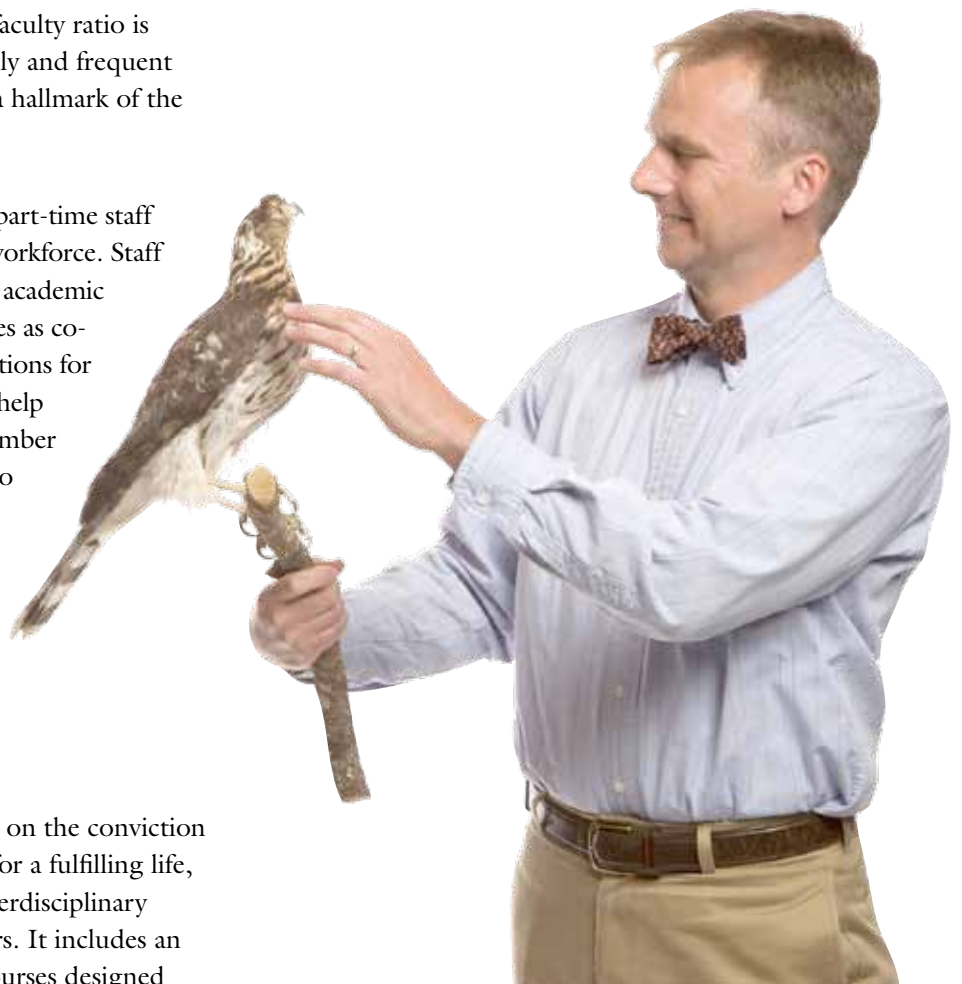
## THE PROGRAM

The rigorous Maryville Curriculum is based on the conviction that liberal learning is the best preparation for a fulfilling life, whatever one's vocation. The broad and interdisciplinary core curriculum is distributed over four years. It includes an integrated and sequenced set of first-year courses designed

to attend to the developmental and learning issues unique to first-year students, and to develop the communication, quantitative, and critical thinking skills needed for success in college. Significant emphasis is placed on writing, especially in the first year.

The College operates on a 4-1-4 schedule. During the three-week January term, underclassmen often engage in experiential learning and study abroad while seniors focus on a capstone course in ethics. Maryville is one of few colleges in the nation that requires all graduating students to complete both a comprehensive exam in their major field and an extensive independent research project, the aforementioned Senior Study.

Maryville's curriculum reflects the College's service orientation through coursework in fields such as American Sign Language-English interpreting, child development and learning, health care, and Teaching English as a Second Language. Service-learning opportunities are woven throughout the curriculum, as are internship opportunities at service-oriented organizations. Maryville is one of only a handful of colleges and universities selected to receive funding from the Lilly Endowment for exploration of vocation.



Coursework in biology, environmental studies, outdoor recreation, and physical education capitalizes on the College's desirable location in the foothills of the Great Smoky Mountains and the campus' own protected forest. The College's unique Mountain Challenge program exposes students to the outdoors through a variety of credit-bearing outdoor activities.

Research and internship opportunities for students abound on- and off-campus. The College's close proximity to Oak Ridge National Laboratory, the Knoxville Zoo, the Great Smoky Mountains National Park, East Tennessee Historical Society, and the national headquarters of major corporations such as Marriott Business Services and Ruby Tuesday, Inc., ensures that classroom learning is complemented by real world experience. With the aid of a \$300,000 grant from the Department of Education, the College recently launched the Undergraduate Science and Research Institute as well. The Institute will provide stipends to help students engage in summer research and internship projects mentored by faculty.

The College offers a wide variety of study abroad opportunities at over 100 sites around the world, and over 25 percent of each graduating class participates in an international experience of some kind. Students may opt for full immersion programs through one of the College's direct exchanges or for an experience through the International Student Exchange Program, of which Maryville is a member. Year, semester, January term, and summer options are all available.

In 2010, Maryville awarded 221 undergraduate degrees. The College awards Bachelor of Arts and Bachelor of Music degrees in 36 major fields and the Bachelor of Science in Biology. Teaching licensure tracks are available for 13 of the major fields. Two cooperative, dual degree major programs—B.A./B.S.- Engineering and B.A./M.S.N.-Health Care/Nursing—are available at Maryville. For the former, there are formal agreements with several institutions, including Auburn and Vanderbilt universities. The latter is in partnership with Vanderbilt University.

The College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. The National Association of Schools of Music accredits all of the major programs in music.





heart of Maryville's commitment to excellence in teaching and benefit from the community's sense of shared purpose and vision. Evidence of this is demonstrated in Maryville's scores in a recent National Survey of Student Engagement. Maryville outperformed its peer institutions across the nation in academic achievement, student-faculty interaction, and enriching educational experiences.

## THE CAMPUS

Located in Maryville, Tennessee since its founding, the College has fostered excellent "town/gown" relationships and a genuine sense of community on its 320-acre residential campus of tremendous appeal. The College's grounds and buildings are of striking beauty. Thirteen of the campus' buildings are on the National Register of Historic Places, adding to the charm of this quintessential residential campus. Since 1881, roughly half of Maryville's acreage has been protected as undeveloped woods and has since been designated as a Stewardship Forest. This natural area includes walking trails, research outlets for many disciplines, and settings for the College's unique Mountain Challenge program.

Anderson Hall, the College's oldest building and the campus' centerpiece, recently underwent a \$4 million external renovation, and plans are well underway for a \$6.5 million renovation of the interior. The divisions of Humanities, Languages & Literature, and Education are housed in this iconic building.

Exciting new campus construction includes the \$47.5 million Clayton Center for the Arts, a cooperative venture with local, state and federal governments which is a stunning campus focal point. It was unveiled in spring 2010. The two-building complex, connected via an outdoor arts plaza, houses a 1,200-seat theatre/performance hall, a 250-seat recital hall, a 200-seat flexible theatre, and well-appointed gallery, classroom, office, studio, and rehearsal spaces. The dynamic new environment provides a dramatic backdrop to a host of performances and exhibits by local, regional, national, and international artists. It also supports revitalized academic programs in music, art, and theatre.

The Lamar Memorial Library provides services and resources designed to encourage intellectual curiosity and to promote and teach the use of information. The library stimulates learning and teaching by supporting the Maryville College curriculum and student and faculty research and scholarship. The library staff is responsive to individual needs and committed to the highest standards of quality in librarianship and information services. Librarians and teaching faculty are partners in the educational process. In cooperation

## STUDENT-CENTERED PROGRAMMING

A wide variety of nearly 70 extra- and co-curricular activities related to the arts, faith, environmental sustainability, and global awareness supports the College's efforts for holistic education. Student immersion in service opportunities is a highlight of this dimension. In addition to offering a number of club-based volunteer activities, Maryville is one of 27 colleges and universities nationwide to host a Bonner Scholars Program. Since the Bonner Scholars Program was implemented on campus in 1991, an estimated 250,000-plus hours of service have been performed at local nonprofits and churches as well as programs abroad. The program has recently been permanently endowed with a \$4.5 million gift from the Bonner Foundation.

Athletics are also important to life at Maryville, with over a third of all students participating in NCAA Division III varsity sports (seven for men and seven for women, plus varsity cheerleading) through the Great South Athletic Conference (GSAC) and USA South Athletic Conference (football only). Maryville has produced 66 All-Americans, 54 GSAC conference championships, and has qualified for 59 NCAA National tournaments. Club and intramural programs are also offered, including dance, Ultimate Frisbee, and an equestrian team which utilizes a nearby and well-resourced equestrian center.

All students, whether traditional or non-traditional, residential or commuter, full-time or part-time, are at the

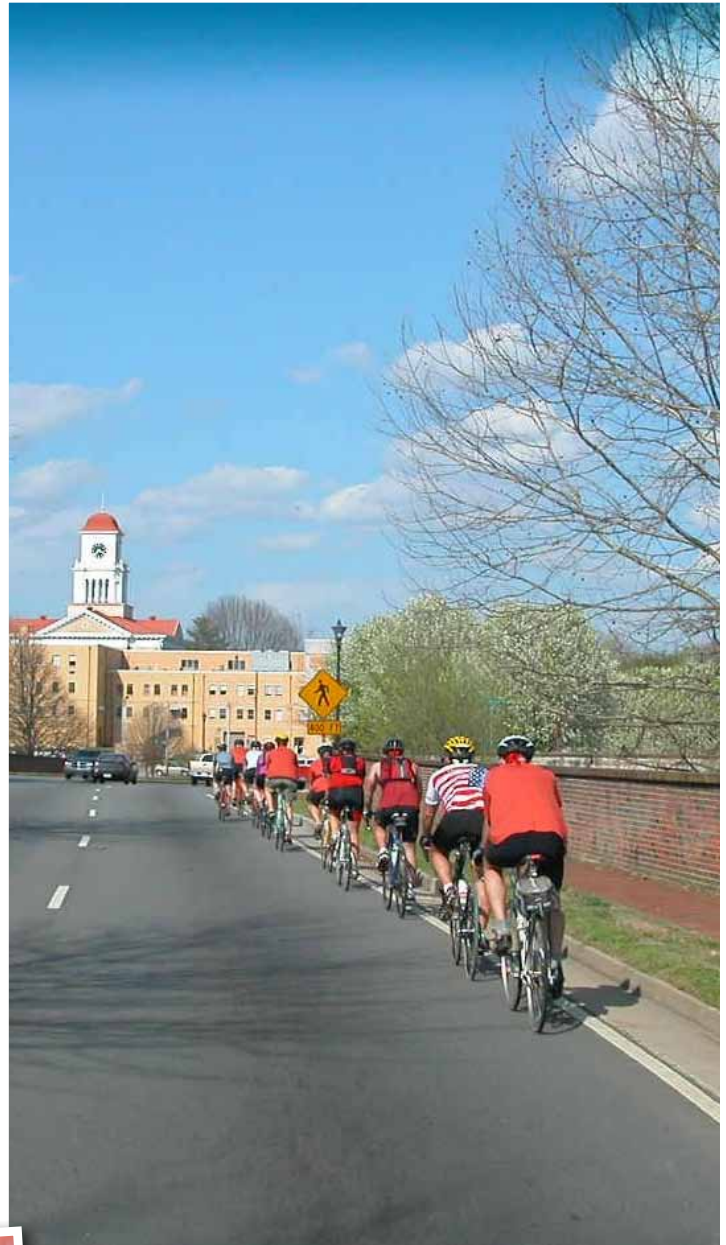
with the faculty, librarians create a carefully selected collection that enhances the College's rigorous curriculum and reflects a diversity of viewpoints and modes of inquiry. The library provides a comfortable physical space that accommodates individual study, collaborative learning, and the building of a community of learning. The library also serves as a cultural and intellectual resource for the campus and the local community.

Faculty members incorporate a variety of technologies into the teaching and learning experience. Many courses are taught in one of 35 multimedia-capable classrooms, and a number of academic departments have discipline-specific computer labs equipped to meet the learning requirements of students in those programs. In addition, a recently initiated laptop program for faculty has won high praise.

## THE REGION

Maryville College is located in Maryville, which boasts very strong public schools, a lively downtown and many greenways. Maryville is also within easy driving distance of McGhee-Tyson Airport and the Great Smoky Mountains National Park - the nation's most visited national park.

Nearby Knoxville provides a vibrant and medium-sized city complementing Maryville. In 2011 the Brookings Institution gave Knoxville a top-five ranking among the nation's fastest-growing areas for green jobs. Also in 2011, Kiplinger's *Personal Finance Magazine* announced that Knoxville made its list of 10 cities that provide the best value, based on low living costs, strong economies and great amenities. Knoxville also ranked eighth in the top 10 best places to raise a family, according to *Forbes* magazine in 2010.



For more information on Maryville and its surrounding region, please visit these websites:

City of Maryville:

[www.maryvillegov.com](http://www.maryvillegov.com)

Blount County Chamber of Commerce:

[www.blountchamber.com](http://www.blountchamber.com)

City of Knoxville:

[www.knoxville.org](http://www.knoxville.org)

Great Smoky Mountains National Park:

[www.nps.gov/grsm/index.htm](http://www.nps.gov/grsm/index.htm)



principle on campus. This specialized strategic plan will be invaluable to the new VP and Dean in the face of a dramatically changing landscape in private higher education. Additionally, consistent with Maryville's commitment to the environment and its support of sustainability efforts, the Environmental Sustainability Plan has also been developed. Both plans will provide the next VP and Dean with helpful guideposts for visioning and prioritizing.

## GOVERNANCE

A thoughtful and dedicated Board of Directors provides the College with valuable leadership. It is comprised of 36 active, two emeriti and two honorary members with areas of expertise in business, education, law, medicine, and religion, among other fields. An Alumni Association Executive Board, Parents Council, Board of Church Visitors, and Multicultural Advisory Board also lend special counsel to the College's leadership.

## ALUMNI

Maryville's 9,200 alumni of record are formally represented by the Maryville College Alumni Association (MCAA). The Alumni Board, totaling 33 graduates from across the United States, is the governing body of the MCAA and maintains a seat on the Board of Directors. The Young Alumni Advisory Council, consisting of representatives from the 10 most recent graduating classes, provides valuable insights to the work of the MCAA. Maryville enjoys a comparatively secure rate of alumni giving, of around 30 percent.

Additional information about Maryville College may be found at [www.maryvillecollege.edu](http://www.maryvillecollege.edu).

## MARYVILLE'S CULTURE OF PLANNING

Maryville takes pride in the culture of planning it has worked diligently to establish on campus. Widespread engagement, respect for multiple perspectives, and civility in discourse characterize this culture. An introspective community, Maryville's constituents seek constant improvement through thoughtful analysis. Peer and model institutions have been carefully identified, and benchmarking against them helps drive decision-making. Since 2002, the "Window of Opportunity" strategic plan, later complemented by the "Bridge to Distinction" plan, has provided inspirational direction. Now the next iteration of planning at Maryville has begun. A visionary and energetic new president, Dr. William T. "Tom" Bogart, has recently unfurled a planning process, "Renewing our Strength: Maryville College's Bicentennial and Beyond." In its nascent stages and led and supported by a broadly based, dedicated group of campus representatives, the campus has begun to identify a set of strategic aims that will further Maryville's reputation as a college of distinction. The campus community is eager for the VP and Dean to reflect on targeted areas, expand the dialogue offered, and play a key role in leading the campus in realizing transformative yet achievable goals.

A five-year strategic plan for diversity, "Rising to the Challenge: Examining Excellence through a Lens of Diversity" recalls and reclaims the College's legacy in this sphere and offers recommendations for initiatives that will help the campus advance toward a greater understanding and appreciation of diversity in its broadest sense and employ that understanding and appreciation as a vibrant operating



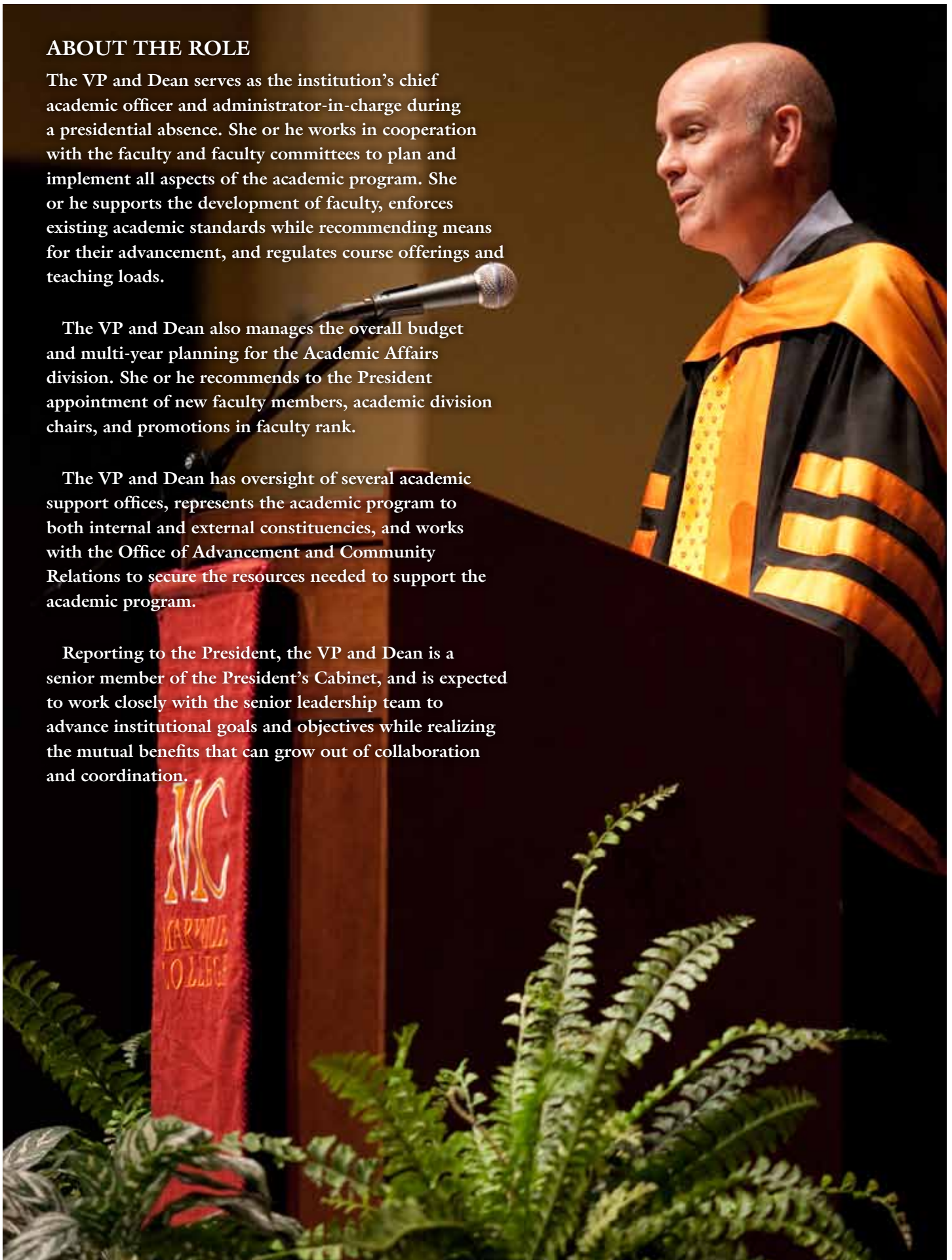
## ABOUT THE ROLE

The VP and Dean serves as the institution's chief academic officer and administrator-in-charge during a presidential absence. She or he works in cooperation with the faculty and faculty committees to plan and implement all aspects of the academic program. She or he supports the development of faculty, enforces existing academic standards while recommending means for their advancement, and regulates course offerings and teaching loads.

The VP and Dean also manages the overall budget and multi-year planning for the Academic Affairs division. She or he recommends to the President appointment of new faculty members, academic division chairs, and promotions in faculty rank.

The VP and Dean has oversight of several academic support offices, represents the academic program to both internal and external constituencies, and works with the Office of Advancement and Community Relations to secure the resources needed to support the academic program.

Reporting to the President, the VP and Dean is a senior member of the President's Cabinet, and is expected to work closely with the senior leadership team to advance institutional goals and objectives while realizing the mutual benefits that can grow out of collaboration and coordination.



## **THE LEADERSHIP AGENDA *for a* NEW VP *and* DEAN**

Maryville College's VP and Dean oversees a complex portfolio of responsibilities. The agenda items offered below concern matters of particular significance to the institution at this point in its evolution.

### **Support a Transformative Transition in Leadership**

The next VP and Dean will complement and support a thoughtful and energetic president who has brought to Maryville a new style of leadership. With a focus on transparency, accountability, inclusiveness and measurable outcomes, the next VP and Dean will play a vital role in partnering with the President to complete the visioning and execution of the ambitious goals to be articulated in the next strategic plan. Along the way, she or he will apply a critical eye to available resources, prioritizing funding allocations for the academic program as necessary. Embracing the College's collaborative culture, she or he will work to enhance the spirit of shared purpose that has long defined Maryville and endeavor to identify, along with the President and other members of the senior leadership team and faculty, cogent plans of action that will function well within the campus's distinctive culture.

### **Facilitate Curricular Change**

Maryville's rigorous academic program, inclusive of the Core Curriculum and Senior Study, with its emphases on teaching excellence, frequent student/faculty interaction, a strong foundation in the liberal arts, and an integrated approach to learning, has served the College exceptionally well. The next VP and Dean will have the opportunity to shepherd significant conversations about, and facilitate the creation of, the Maryville curriculum of the future. That work has begun with the recently concluded formal review of the Core Curriculum. With an eye toward maximizing enrollment and retention, there is interest in heightened interdisciplinarity, an emphasis on liberal arts-infused pre-professional coursework, and additional internship and service-learning outlets. There is also openness to recasting the Maryville curriculum to be more accessible to the transfer population and the non-traditionally aged learner. Efforts will need to be made to ensure that all community voices are heard and valued equally throughout these important curricular discussions.



### **Develop and Support the Faculty**

Maryville faculty are uniquely committed to their institution. Teaching excellence is at the core of their activities, and significant time and energy are invested in mentoring students. They seek in the next VP and Dean a well-informed advocate for faculty concerns including teaching loads, requirements for promotion and tenure, and support for scholarship in all its forms. The current administration has made the increase of faculty salaries and the maintenance of faculty development funds key priorities, with appreciation demonstrated by the faculty for those commitments. Ongoing conversation will need to be initiated about additional efforts to make the Maryville faculty experience a positive one in a fiscally constrained environment.

### **Reinforce the College's Sense of Community**

The respectful and considerate manner in which members of the Maryville community interrelate should be reflected by the new VP and Dean's engagement of the campus in authentic dialogue, in multiple venues. She or he should strive to ask thoughtful questions, listen intently, shape civil discourse, lead the campus through points of conflict, and enhance collegiality. The next VP and Dean should hold a deep appreciation for the life of the academy and a genuine interest in the interplay between students, faculty, and staff. Modeling and supporting transparent decision-making will also promote trust and nurture the spirit of mutual respect that is intrinsic to the College's identity.

### **Enhance Leadership Teams**

The next VP and Dean will be asked to apply strong management skills to the work of the College. She or he will work collaboratively with the President in support of goals championed by the Board of Directors and campus community. With a stable and collegial senior leadership team, the new VP and Dean will benefit from the shared wisdom of veteran Maryville voices. She or he will also have an opportunity to reconsider the organization of the Academic Affairs division and the development of possible new opportunities for faculty leadership. All of this will be accomplished while modeling the behavior desired in cross-campus leadership. Through cooperation, inclusive dialogue, and a focus on outcomes, the new VP and Dean can enable a unified approach to serving the needs of the College.

### **Foster Synergies**

The new VP and Dean will seek to forge synergistic relationships with new constituencies while strengthening existing bonds. It is expected that she or he will be an advocate for Maryville externally as well as internally, championing its strengths and successes. She or he will also maintain and strengthen partnerships among the departments and divisions, facilitating interactions and

eliminating obstacles to greater interdisciplinary work. While seeking to optimize the potential of an already energetic educational environment, the VP and Dean will also strive to reduce unintended programmatic duplications, prioritize expenditures, and simplify processes.

### **Further Advance the College's Trajectory**

By many measures, Maryville stands among the finest liberal arts colleges in the South. Nevertheless, more work could be done to shine a light on its programs of excellence while supporting the creation of others that could bring further distinction to the institution. The VP and Dean will assume a leadership role in extending the College's recognition beyond its existing footprint. She or he will identify and celebrate the institution's defining features and serve as a constant champion for the excellent work of students, faculty, and staff. This masterful storytelling will lay a foundation for the work to follow when the College launches its next comprehensive fundraising campaign in conjunction with its bicentennial celebration.



## DESIRED ATTRIBUTES *for the NEXT VICE PRESIDENT and DEAN OF THE COLLEGE*

The next VP and Dean will bring to the role a record of teaching, scholarly and administrative achievements reflective of Maryville's own standards of excellence coupled with personal integrity of the highest order.

Given the opportunity to lead in the creation of an exceptional educational experience, at a College that has a profound sense of shared purpose, the successful VP and Dean will be:

- A person of proven leadership who will inspire trust and instill confidence;
- A seasoned champion for the small, private, residential liberal arts-based college experience;
- A person of spiritual grounding who understands and appreciates the value of Maryville's church-relatedness and is at ease articulating it;
- A visionary who is motivated by mission and, at the same time, able to follow through on tasks of execution and implementation;
- A transparent, courageous and imaginative decision-maker who builds consensus, has the fortitude to make difficult choices when necessary, and communicates decisions with clarity and care;
- A strategic thinker with experience in enrollment management, assessment and outcomes measurement as well as with accreditation efforts;
- A person of fiscal acumen who will aid the College in matching aspirations with finite resources while thinking creatively about growth opportunities;
- A strong manager who promotes collaboration and will optimize the effectiveness of an evolving leadership team;
- A faculty advocate with a deep understanding of and respect for the College's commitment to shared governance;
- A willing fund-raiser with a knowledge base and personal commitment to be appropriately engaged in enhancing a positive culture of philanthropy;
- An astute observer of higher education, knowledgeable about key issues affecting private colleges nationally, including faculty hiring, tenure and promotion, intercultural competence, environmental sustainability, and technology;

- A person of global perspective, committed to diversity in its many forms, and comfortable celebrating and promoting it in ways consistent with Maryville's legacy;
- A civic-minded leader willing to foster curricular and co-curricular community partnerships; and
- A superb communicator, at ease in a multitude of settings with multiple constituencies, and possessing a genuine affection for the academy.

## NOMINATION *and* APPLICATION PROCESS

Applications will be received until the position is filled, but in order to assure full consideration by the VP and Dean Search Committee, applicants must have all required materials on file by November 11, 2011. Required application materials include a substantive letter of interest that addresses the agenda for leadership outlined in this prospectus, curriculum vitae, and the names, addresses, telephone numbers, and e-mail addresses of at least three professional references. All nominations, inquiries, and applications will be confidential until a limited number of finalists are identified for campus interviews, at which point the names and curricula vitae of finalists only will become public. References will not be called until after the first screening of applications and then only after the applicant has given explicit permission. All application materials must be submitted electronically in MS Word or PDF format to

**[MaryvilleDean@academic-search.com](mailto:MaryvilleDean@academic-search.com)**.

The next VP and Dean will be encouraged to assume office in June or July 2012.

Ms. Julie E. Tea of Academic Search, Inc. is assisting with this search. Nominators and prospective candidates may contact her at **[Julie.Tea@academic-search.com](mailto:Julie.Tea@academic-search.com)** and **(804) 550-2110**.



Maryville College is committed to providing equal educational and employment opportunity.