

# SEARCH PROSPECTUS:

Senior Vice President for Administrative and Fiscal Services



**MONTGOMERY COLLEGE**

**MAKE YOUR MOVE**

# TABLE OF CONTENTS

The Search	3
About Montgomery College	3
Montgomery College Attributes	4
Position Summary	6
Responsibility 1: Provide Collegewide Senior Leadership	7
Responsibility 2: Provide Leadership to Administrative and Fiscal Services	8
Responsibility 3: Provide Strong Fiscal Stewardship to Ensure the College's Financial Wellbeing and Operational Reliability	9
Knowledge, Skills, and Abilities	10
Qualifications	11
Physical Requirements	12
Application Process	13
Montgomery College by the Numbers	14

## THE SEARCH

Montgomery College (Maryland) invites inquiries, applications, and nominations for the position of Senior Vice President for Administrative and Fiscal Services (SVP), to begin no later than July 1, 2019. Reporting directly to the president, Dr. DeRionne P. Pollard, the SVP leads the administrative operations of Montgomery College to advance the

mission, strategic plan, master plans, and goals of the College. Reporting directly to the SVP are the chief business/financial strategy officer, the chief information officer, the chief human resources officer, and the vice president of facilities and public safety.

## ABOUT MONTGOMERY COLLEGE

Chartered in 1946, Montgomery College has served the community with distinction and achieved a position of national prominence. Located in Montgomery County, Maryland—a vibrant, diverse and economically robust community of more than one million people—adjacent to Washington, DC, and 30 miles south of Baltimore, the College is governed by a 10-member board of trustees appointed by the governor of Maryland. Montgomery College serves approximately 54,000 credit and noncredit students on three campuses in Takoma Park/Silver Spring, Rockville, and Germantown, a collegewide Workforce Development & Continuing Education unit, training centers in Wheaton and Gaithersburg, a central administrative center, community engagement sites, and other off-campus locations.

Racially and culturally diverse, the College enrolls students from Montgomery County, the greater Baltimore-Washington metropolitan area, and more than 165 countries. MC has more than 480 full-time instructional faculty members, 850 part-time instructional faculty members, and 330 Workforce Development & Continuing Education faculty members.

In total, more than 1,600 full-time and part-time well-qualified and talented faculty members, and 1,400 staff members and administrators are dedicated to student success. Montgomery College offers a broad range of academic and training programs and support services with state-of-the-art technology through its 117 degree and certificate programs. The College is widely recognized for the quality and scope of its programs in the arts and

humanities, business, engineering and science, developmental education, health sciences, many career areas, workforce development, and trades.

### MISSION, VISION, AND VALUES

**OUR MISSION:** We empower our students to change their lives, and we enrich the life of our community. We are accountable for our results.

**OUR VISION:** With a sense of urgency for the future, Montgomery College will be a national model of educational excellence, opportunity, and student success. Our organization will be characterized by agility and relevance as it meets the dynamic challenges facing our students and community.

**OUR VALUES:** EXCELLENCE \* INTEGRITY \* INNOVATION \* DIVERSITY \* STEWARDSHIP \* SUSTAINABILITY

Montgomery College has grown into an institution where radical inclusion—that is, deeply rooted values of welcoming all individuals who seek higher education or continuing education—is an essential element of our identity. By intentionally cultivating our campuses as places where equal opportunity flourishes, the College has advanced its own educational mission, contributed to the well-being of Montgomery County and the Washington, DC, area, and added to the vision of our nation.

## MONTGOMERY COLLEGE ATTRIBUTES

- Montgomery College is highly visible in the community and enjoys extraordinary support from the Montgomery County government; local representatives of state government; educational, business, and civic leaders; its foundation; alumni; and the general community. This support has been essential to Montgomery College's operation as a high-quality, affordable, and accessible higher education institution.
- The College prepares an annual operating budget for consideration by the College's Board of Trustees and the Montgomery County government for 10 separate funds, of which the current fund is the most significant. The College's approved FY19 operating budget is \$316 million, with a current (general) fund budget of \$264.8 million. The College has seen a 16 percent growth in the current fund budget in the past five years thanks primarily to county support.
- The College's FY19 approved capital budget is \$34.1 million, which includes funds from both the state and the county. The approved six-year capital improvement program (FY19–FY24) is \$277 million and funds projects on all three campuses including renovations, new construction and deferred maintenance projects.
- The College has a superb reputation for the scope and quality of its academic and training programs, and for developing new programs to meet changing educational and training needs for our residents and employers. These programs help to close skills gaps and to advance access to opportunity for residents of the county.
- The College's president, Dr. DeRionne P. Pollard, is in her ninth year at Montgomery College, where she has led the College through many initiatives, including creation of a new College mission and strategic plan, and creation of the Achieving Collegiate Excellence and Success (ACES) program with Montgomery County Public Schools (MCPS) and the Universities at Shady Grove. An educational visionary and champion of radical inclusion, she won an academic leadership award in 2017 from the Carnegie Corporation of New York, and is only the second community college leader to be so recognized. In 2017, she was named one of Washington's 100 Most Influential Women by *Washingtonian* magazine.
- To advance the College's efforts to increase student success, the College became a member of the Achieving the Dream network in 2016.
- In the past eight years, Montgomery College and the Montgomery College Foundation have secured more than \$115 million in grants and philanthropic gifts. This includes almost \$85 million in federal and state grants from organizations such as the National Science Foundation, the US Department of Labor, and the National Endowment for the Humanities, and approximately \$31 million from individuals, corporations, and foundations. Many of these awards are aimed at opening doors to in-demand jobs and closing skill gaps in key industry sectors. One of the largest was a multimillion-dollar grant to lead a consortium of community colleges to deliver cybersecurity degree and certificate programs.
- Montgomery College is the accessible and affordable institution of choice for MCPS students. Fifty-one percent of MCPS graduates who stay in state for college attend MC. The College enrolls students from all 25 MCPS high schools.
- In 2018, Montgomery College was named the most diverse community college in the continental United States by *The Chronicle of Higher Education*.
- Unique academic offerings include signature honors programs; special institutes that provide extracurricular programs, scholarships, and internships; and learning communities.

## MONTGOMERY COLLEGE ATTRIBUTES (cont.)

- Montgomery College has been ranked number 12 in online degrees, by Best Colleges.com. In fall 2017, 19 percent of MC students took a course entirely online. In total there were almost 6,500 online student enrollments and almost 2,300 additional enrollments in blended classes that semester.
- *Military Times* ranked Montgomery College 19th in the nation on its 2018 Best for Vets list.
- Excellent academic programs are complemented by disability support services, counseling, learning labs, extensive financial aid programs, student activities, and athletics. More than 51 percent of students receive some form of financial aid. Forty-six percent of new, full-time students graduate or transfer within three years of entering MC.
- The College's Workforce Development & Continuing Education (WD&CE) division fulfills community needs for a variety of credit and noncredit learning. Through the Gudelsky Institute of Technology, students can learn automotive technology, building construction technologies, and other workforce technologies. Basic English language skills programs provide classes for speakers of other languages to help adult learners whose first language is not English. WD&CE's community education courses provide offerings for residents through its youth program, driver's education program, and lifelong learning for students ages 50 or more.
- The College has numerous partnerships with MCPS, including college courses for high school students at select schools as well as dual enrollment programs that allow high schools students to attend classes at MC campuses and earn both high school and college credit.
- The College also has many organizational partnerships, which often address jobs skills needs in the Washington, DC, area, in the sciences and other high-technology areas. Partner organizations include the Smithsonian Institution, the Library of Congress, The American Film Institute, The Marriott Corporation, health care providers, various biotechnology firms, and many others.
- The College's engineering program is the largest at a community college in the United States in enrollment and transfer rates. The program is housed at the Rockville Campus home to a state-of-the art math and science complex, a STEM learning environment ready to meet the needs of today's faculty and students.
- The College's Germantown Campus, located in "DNA Alley," is home to the Bioscience Education Center and the Pinkney Innovation Complex for Science and Technology at Montgomery College, or PIC MC. The campus is a hub of education, business, and entrepreneurship, where industry partners co-locate and actively interact with faculty and students to achieve both educational and economic success. The campus also is home to a county-run business incubator and Holy Cross Germantown Hospital. The College is the only community college to have a hospital on its campus.
- The Takoma Park/Silver Spring Campus is home to several modern facilities, including the Gwendolyn and Morris Cafritz Foundation Arts Center and the Cultural Arts Center, that support our county's vibrant arts community. The campus is also home to the Health Sciences Center, where nurses, sonographers, and surgical technicians along with many other allied health professionals receive education and training.
- The College's talented, loyal, long-serving faculty and staff are committed to the College's mission. The full-time faculty is represented by the American Association of University Professors; the adjunct faculty is represented by Service Employees International Union; and the staff, by the American Federation of State, County and Municipal Employees. Faculty and staff have extensive opportunities for personal and professional development, and many take advantage of College programs, external programs, and funds for study.

## MONTGOMERY COLLEGE ATTRIBUTES (cont.)

- The College's Board of Trustees, composed of leading citizens of Montgomery County, provides effective stewardship for the College, including a record of positive, supportive relationships with its chief executive officer and responsiveness to both student and institutional needs.

## POSITION SUMMARY

The Senior Vice President for Administrative and Fiscal Services leads the administrative operations of Montgomery College to advance the strategic plan, master plans, goals, and mission of the College; guides the College to maximize the efficient use of assets including facilities, technology, human capital, and fiscal resources to protect affordable access and enhance student success; and directs the work of the chief business/financial strategy officer, the chief information officer, the chief human resources officer, and the vice president of facilities and public safety. This

### MC BUDGETS AND MASTER PLANS

- [Facilities Master Plan](#)
- [Student Affairs Master Plan](#)
- [Academic Master Plan](#)
- [Capital Budget](#)
- [Operating Budget](#)

senior vice president works to ensure the financial integrity, well-being, and reliability of College operations.

The senior vice president must be committed to the principles of servant leadership, the community college mission, equity and inclusion, team work, and participatory governance, and possess the characteristics of sound judgment, flexibility, creativity, openness, integrity, resourcefulness, and humility.



# RESPONSIBILITY 1: PROVIDE COLLEGEWIDE SENIOR LEADERSHIP

## Responsibilities:

Contributes to senior collegewide leadership to advance and facilitate the strategic plan, president's goals, and the mission.

Advises the president and collaborates with members of the senior administrative leadership team on matters relating to finance; operating, capital, and auxiliary budgets; human resources and strategic talent management, including collective bargaining; information technology; and facilities and public safety.

## List of Duties:

- Serve as a strategic thought leader to help the College community leverage its assets to protect and promote student access and success.
- Work effectively in teams and model the values in the College's Employee Code of Ethics: accountability, civility and collegiality, compliance, fairness, honesty, respect, and stewardship.
- Foster an environment of collaboration, innovation, equity and inclusion, and mutual trust.
- Maintain open lines of communication and seek to thoroughly understand diverse points of view across divisions.
- Provide appropriate opportunity for input, and make transparent decisions that contribute to and align with the College's strategic plan, division plans and the president's goals.
- Collaborate and solve problems across divisions and employee groups including faculty, staff, and students.
- Keep abreast of both higher education trends as well as the state and county fiscal landscape.
- Exercise a commitment to access, affordable tuition, and student success.
- Represent the College in the community and display a commitment to openness, integrity, and commitment to the mission.
- Effectively interact with the Board of Trustees in its board and committee meetings at the direction of the President.
- Communicate and convey complex matters to diverse constituent groups.
- Commit to participatory governance and interface with College governance councils.
- Serve on the senior administrative leadership team and the president's executive cabinet.
- Exercise a high level of sound, independent judgment in the solution of complex problems.
- Identify and prioritize financial and resource risks faced by the College, and develop mitigation strategies to address them.
- Prepare and present informative, reports, appropriate recommendations, and effective correspondence.



## RESPONSIBILITY 2: PROVIDE LEADERSHIP TO ADMINISTRATIVE AND FISCAL SERVICES

### Responsibilities:

Efficiently and effectively organize, develop, and lead the comprehensive administrative and fiscal services division to enable the College to the implement its strategic plan, and thereby achieve annual goals and fulfill the College mission.

The departments supervised by the senior vice president include business services (which has procurement, financial accounting and reporting, banking and treasury, and management and budget), facilities and public safety (includes capital budgeting), human resources and strategic talent management (includes collective bargaining), information technology, along with key auxiliary services.

### List of Duties:

- Lead the division and advance the strengths of the teams to foster professional growth and development to achieve division goals.
- Effectively and appropriately delegate responsibility, motivate, direct, develop, coach, and formally evaluate the work of others.
- Advance collaboration, open and inclusive communication, transparent decision-making and teamwork across units in the division.
- Engage and manage units to deliver outcomes including: facility master plans; annual and spot external audits; internal audits; capital, operating and auxiliary budgets; public safety for the College community; compliance with College policy and procedure and regulatory requirements; positive labor relations including fair and fiscally sustainable collective bargaining contracts; timely deployment of and access to information technology systems, platforms;

and programs to enhance efficient enterprise operations to support student access and success.

- Safeguard all financial and physical assets.
- Conduct complex analytical studies, evaluate alternatives, and develop and implement sound recommendations.
- Represent the College to state and local finance and budget decision-makers and counterparts at other county agencies.





## RESPONSIBILITY 3: PROVIDE STRONG FISCAL STEWARDSHIP TO ENSURE THE COLLEGE'S FINANCIAL WELLBEING AND OPERATIONAL RELIABILITY

### **Responsibilities:**

Ensure strong stewardship of the College's financial services in alignment with approved budgets and in compliance with generally accepted accounting principles and standards.

Ensure the fiscal and legal requirements of federal, state and county governments and bond holders are satisfied.

Ensure the operational effectiveness and reliability of the College as an enterprise.

Deliver fiscally sustainable budgets to protect affordable tuition and the College's access mission.

### **List of Duties:**

- Implement fiscal strategies to ensure fiscally sustainable budgets, exercising executive oversight to cover operating and capital costs for educational and auxiliary enterprises.
- Develop a multi-year operating budget/fiscal plan to ensure long-term fiscally sustainable operations and affordable tuition.
- Safeguard all financial and human capital assets of the College.
- Implement all required financial compliance and internal control programs including the annual external audit as well as internal audits.
- Monitor and report on the financial condition and performance of the College.
- Evaluate, develop regular financial reports and or models with analytics and forecasts to support budget development and strategic planning.
- Provide fiscal oversight and management of public grant funds.
- Develop and maintain strategies to manage debt and bond payment, and to achieve the highest possible grades from bond-rating agencies.
- Serve as the finance resource across divisions and on various initiatives related to external and internal partnerships such as the Montgomery College Foundation and the Pinkney Innovation Complex for Science and Technology at Montgomery College Foundation (PIC MC).

## KNOWLEDGE, SKILLS, AND ABILITIES

The senior vice president should have **knowledge** of:

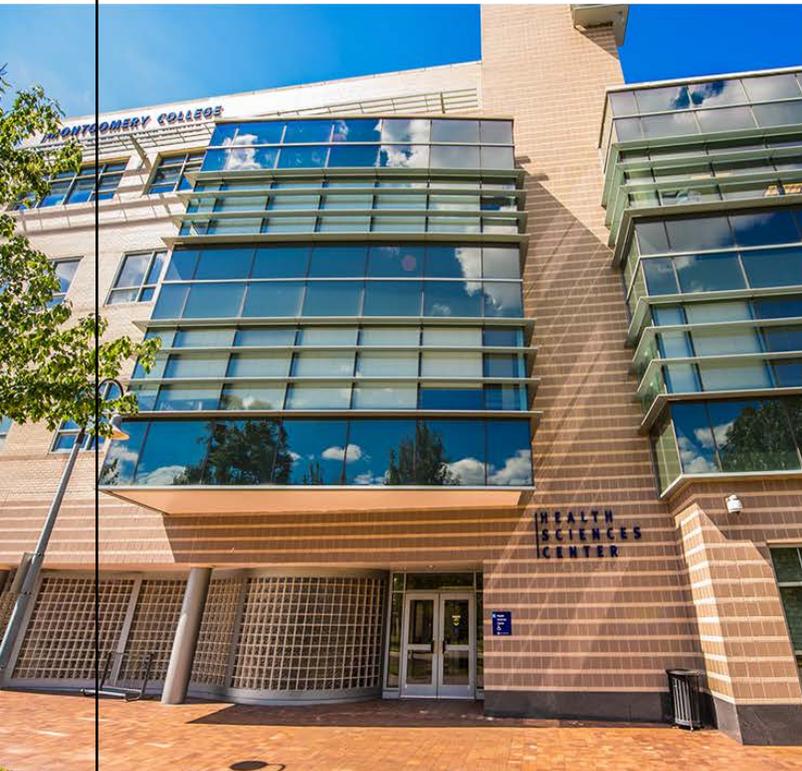
- risk management practices and procedures,
- the role of information technology in enterprise management and student success,
- principles and practices of governmental purchasing, procurement, and material management, and
- facilities planning, physical plant maintenance and management, capital programs, and deferred maintenance.

The senior vice president should have **skills** regarding:

- financial forecasting and financial reporting,
- public budgeting both capital and operating, and
- strategic and operational plan development, deployment, and evaluation.

The senior vice president should have the **abilities** to:

- manage a broad span of functions,
- plan and organize work, solve problems, and prioritize tasks,
- exercise discretion with confidential information and communications,
- compose professional internal and external communications,
- evaluate documents intended for distribution to the College community with attention to message and professionalism, and
- plan and direct work activities in accordance with policies and procedures, laws and regulations.



# QUALIFICATIONS

## Minimum:

- Master's degree from an accredited institution is required, in disciplines such as business, finance, accounting, economics, public administration or educational administration.
- Successful progressively responsible experience in supervision and team building, fiscal management, in areas such as finance, budget development and implementation, organizational management, or education administration.
- Demonstrated experience in supporting senior leadership vision and institutional priorities.
- Demonstrated abilities to manage a division with broad span of responsibilities, project management and in proactive approaches identifying problems and creating innovative solutions.
- Excellent communication skills including the ability to convey complex information in accessible terms.
- Demonstrated experience or capacity to analyze problems, determine solutions, and take decisive action leading to successful results and outcomes.
- Demonstrated experience or capacity to anticipate conditions and plan ahead to overcome challenges or capitalize on opportunities.
- Demonstrated experience or capacity of being an innovative financial leader able to develop, analyze, and implement effective and innovative budget, financial, and/or administrative strategies.
- Demonstrated experience or capacity to think strategically and recommend solutions to complex business, financial and daily operational challenges that advance the College, the community college mission, and, in particular, goal attainment, cost-savings, revenue generation, and affordable tuition.
- Demonstrated experience or capacity of leadership, including a commitment to equity

and inclusion, and superior interpersonal skills to manage and coach employees to build strong, trusting, and credible relationships with internal and external stakeholders.

- Demonstrated experience or capacity to work at the direction of a president or chief executive officer with an institution's governing body.
- Demonstrated experience or capacity to work collaboratively with state and local finance and budget decision-makers and counterparts at other county agencies.
- Demonstrated experience or capacity to build strong awareness of governmental, political, and legislative processes.
- Track record of engaging and contributing to larger organizational plans and goals such as student success beyond the confines of typical position-related functions (e.g., beyond finance and administration)

## Preferred:

- Doctorate or terminal degree from an accredited institution in business administration, finance, accounting, economics, public administration, educational administration, or other relevant degree.
- Experience leading and managing change via transparent and collaborative teamwork.
- Administrative/executive work experience in public higher education including a deep understanding of culture, trends, and mission.
- Demonstrated ability to innovate and explore options to maximize facilities, technology, human capital, and fiscal resources to advance student success.
- Experience at a community college.
- Deep understanding of and commitment to the community college mission.
- Senior/Executive-level experience overseeing complex financial and/or business operations and/or programs.

## PHYSICAL REQUIREMENTS

While performing the essential functions of this position a variable work schedule may be required including long workdays, evenings, and weekends as needed.

While performing the essential duties of this position, an employee would frequently be required to move around the assigned work areas as well as within hallways, meeting rooms, and other parts of the various campus facilities.

There may be multiple/daily instances of prolonged sitting, standing, and personal computer use, which would include keyboard and/or mouse usage as well as viewing a computer monitor.

The overall work environment requires the mental ability to shift focal point quickly due to interruptions; an employee must be able to mentally track multiple projects and tasks as well.

It is not uncommon for individuals holding this position to experience times of extended hours of work to meet deadlines or handle critical projects. In addition to the hours of work associated with these peak times, the position may also experience varying levels of stress because of the critical nature of this work.

There may be occurrences of employees, past employees, members of the general public, and others who express opinions, may exhibit strong emotions, which will require the employee to interact professionally, diplomatically, and appropriately in such situations.

Overnight travel to meetings, conferences, and trainings may be required.





## APPLICATION PROCESS

Applications should consist of a substantive and illustrative cover letter addressing the qualifications and desired attributes, resume/curriculum vitae, and a list of at least five professional references with full contact information and a note indicating the nature of your working relationship with each. References will be contacted only with explicit permission from the candidate.

Montgomery College is being assisted in the search for the Senior Vice President for Administrative and Fiscal Services by Academic Search, Inc. Confidential discussions about this opportunity may be arranged by contacting Senior Consultant Nancy Sutenfield at [nds@academic-search.com](mailto:nds@academic-search.com).

This position is open until filled; however, applications submitted by January 13, 2019 will receive full consideration. Apply online at <http://www.montgomerycollege.edu/employment>. By College's policy and search committee affirmation, all information from and about candidates will be kept in strict confidence.

The benefits package includes: generous paid vacation, sick, paid holidays, medical, dental, vision, group legal benefits, professional development, retirement plan, educational assistance, tuition waiver for employee and dependents, wellness programming including onsite gyms, pools and classes.

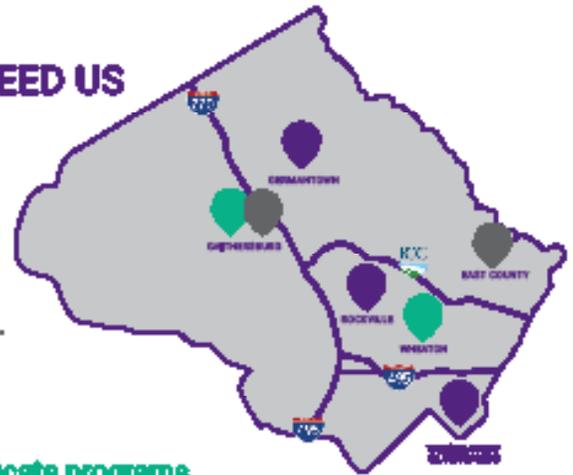
# MONTGOMERY COLLEGE BY THE NUMBERS

**54,335**  
Credit and Noncredit  
**STUDENTS**

Maryland's largest  
community college

## WE'RE WHERE YOU NEED US

- 3 – Campuses
- 2 – Training Sites
- 2 – Community Engagement Centers
- 📶 – Online



**1 in 4**

MC students who  
receive Pell grants  
(federal financial aid)

**\$20,000**

Average household income for  
federal Pell grant recipients

**117**

Degree and certificate programs  
From mechanics to engineers and lab bench workers  
to scientists: we fuel the economy

**76.3%**

Students of color  
Student community  
reflects today's  
Montgomery County

**\$5,178**

annual tuition & fees  
The most affordable  
higher education option  
for county residents

**51%**



Montgomery County Public  
Schools graduates who stay  
in state for college attend MC

**165**

Countries represented\*



**9**

Faculty members named  
Maryland Professor of the Year  
quality in classrooms

**46%**

New full-time students who  
graduate or transfer within  
3 years of entering MC



MC students  
who attend  
part-time\*



**25**

Average  
student age\*

## OUR MISSION

We empower students to change  
their lives, and we enrich the  
life of our community. We are  
accountable for our results.



October 2018

\*credit students

# ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Montgomery College in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit <http://www.academic-search.com/>.

## ACADEMIC SEARCH

Identifying leaders for higher education since 1976.

Committed to identifying and  
DEVELOPING LEADERSHIP by  
providing the highest level  
of search to our clients and  
assisting in ENRICHING  
THE PIPELINE  
of potential leaders  
in higher  
education.

