SEARCH PROSPECTUS
Senior Vice President for Student Affairs

MC
MONTGOMERY COLLEGE

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Senior Vice President for Student Affairs

Contents

The Search

Montgomery College (MC) in Maryland invites inquiries, applications, and nominations for the position of Senior Vice President for Student Affairs (SVPSA), for an appointment expected to begin by July 1, 2025. Reporting to the president, Dr. Jermaine F. Williams, the SVPSA is a critical member of President's Cabinet and leads the student affairs operations of Montgomery College to support the fulfillment of the mission, implementation of the Strategic Plan, and realization of the College's transformational aspirations. Reporting directly to the SVPSA are two associate senior vice presidents; three collegewide deans with campus responsibilities; the director of the Achieving Collegiate Excellence and Success (ACES) program; the director of student affairs programs; and an executive associate.
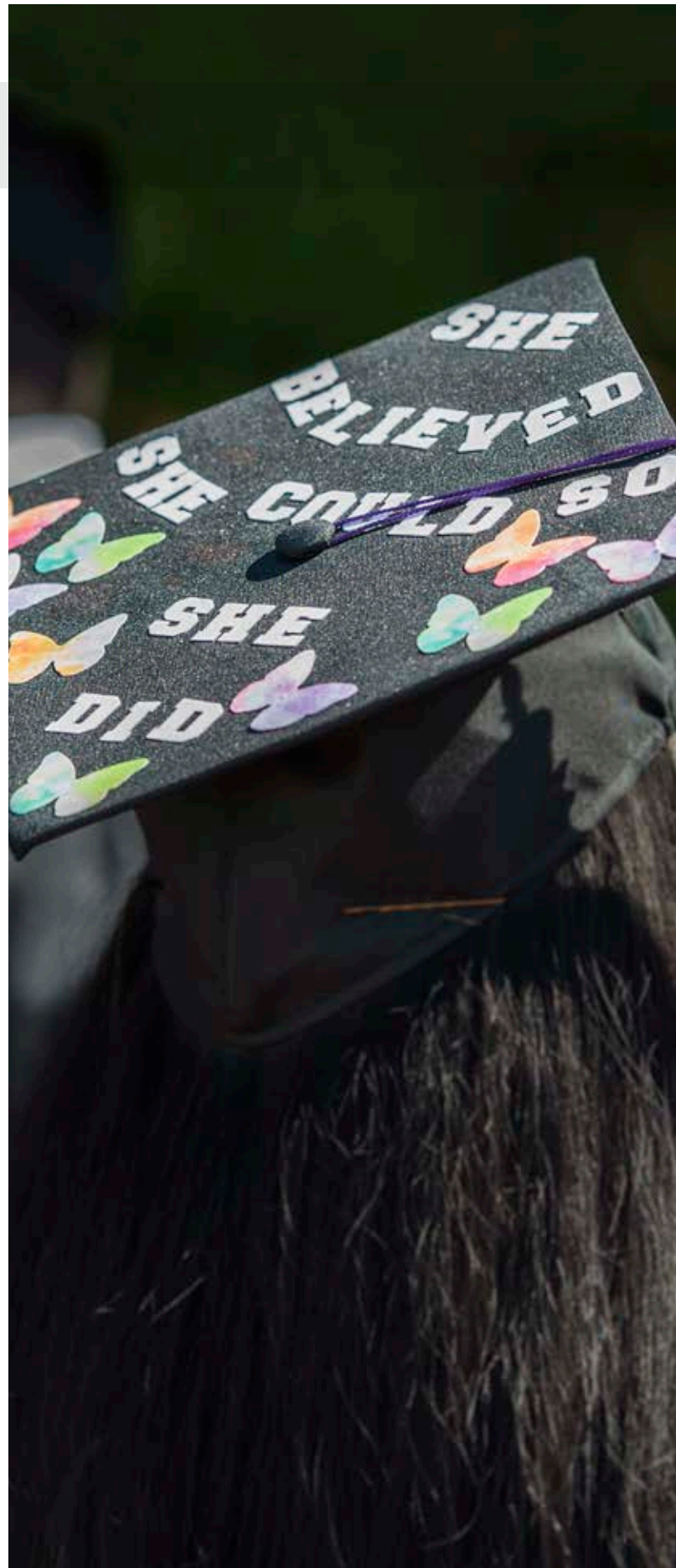
About Montgomery College

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, D.C., and 30 miles south of Baltimore, the College pursues a student-centered approach, with a heightened intentional focus on equitably enhancing student access, completion, and post-completion success. Montgomery College is governed by a 10-member Board of Trustees appointed by the governor of Maryland. The board, 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.

The College is deeply committed to equity and inclusion as a grounding for all its work and serves over 45,000 credit and noncredit students on three campuses in Germantown, Rockville, and Takoma Park/Silver Spring, the East County Education Center, and workforce-focused centers in Gaithersburg and Wheaton, as well as a central administrative services 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 160 countries. MC has more than 480 full-time instructional and counseling faculty members, 900 part-time instructional faculty members, 575 Workforce Development and Continuing Education faculty members, with 1,200 staff members and administrators, all 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 degree and certificate programs—22 A.A. degrees, 19 A.S., 32 A.A.S., 7 A.A.T., 2 A.F.A., and 60 certificates. Twenty-two degrees and 17 certificates can be earned completely online. 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. Unique academic offerings include signature honors programs; special institutes that provide extracurricular programs, scholarships, and internships; and learning communities.

Dr. Jermaine F. Williams was appointed president by the Board of Trustees in December 2021, began his service at the College in February 2022, and was inaugurated in October 2022. He is the eleventh president of Montgomery College.

Montgomery College has grown into an institution focusing on data-informed and equity-focused transformation at scale that will enhance student access, completion, and post-completion success. By partnerships with the community, intentionally cultivating our campuses and centers as places and spaces where equitable opportunity flourishes, and collaborating with business and industry, the College has advanced its own educational mission, contributed to the well-being of Montgomery County and the Washington, D.C., area, and added to the vision of our nation.

OUR MISSION

Montgomery College is where students discover their passions and unlock their potential to transform lives, enrich the community, and change the world.

OUR VISION

Montgomery College will serve as the community's institution of choice to transform the lives of students and Montgomery County.

OUR VALUES

At our core, we believe in welcoming all students and all employees into a community that emphasizes belonging. We believe in giving every individual what they need to succeed (Equity and Inclusion). We believe in conducting our teaching and service duties with distinction (Excellence) in an ethical and trustworthy manner (Integrity). We are dedicated to being a transformational institution seeking social justice and are continuously updating and improving all our learning environments, the curriculum, and student services (Innovation) to meet the changing needs of our community (Adaptability). We make decisions about our operations in a way that respects and sustains the environment (Sustainability). We conduct ourselves with civility, courtesy, and professionalism in all our interactions (Respect).

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 two foundations; 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 annual capital and operating budgets for consideration by the College's Board of Trustees and the Montgomery County government. The College's FY25 operating budget is $334 million, which includes funds from the county, the state, and tuition. The FY25 capital budget is $48.9 million and is funded by the county and state. The six-year capital improvement program (FY25–FY30) is $462 million and funds collegewide projects including a new campus, new construction, renovations, and deferred maintenance projects.

- In the past 10 years, Montgomery College and the Montgomery College Foundation have secured approximately $168 million in grants and philanthropic gifts. This includes more than $111 million in federal, state, and local grants from organizations such as the National Science Foundation, the U.S. Department of Labor, the U.S. Department of Education, and the National Endowment for the Humanities, and almost $57 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. Two of the largest awards were multimillion-dollar Department of Labor grant for Montgomery College to lead a consortium of community colleges in delivering cybersecurity degree and certificate programs, and a grant to train student researchers through the National Institute of Standards and Technology. It also includes philanthropic funds that currently support annual scholarships of more than $2.8 million for over 2,200 students, as well as emergency assistance to support student completion.

- 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.

- Montgomery College's commitment to excellence has been recognized by numerous rating organizations, including the 10th best community college in the nation by WalletHub and the top community college in Maryland by WalletHub and Niche Best Colleges in 2024. Niche also ranked MC in the top 10% of Hispanic Serving Institutions. Other recognitions include #20 of Best Online Community Colleges by Value Colleges, and Top in the U.S. for Student-Parents by Generation Hope.

- To advance the College's efforts to increase student success, the College has been a member of the Achieving the Dream network since 2016.

- The College has numerous partnerships with Montgomery County Public Schools (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.

- Montgomery College is the accessible and affordable institution of choice for MCPS students. Forty-one percent of MCPS graduates who stay in the state for college attend MC. The College enrolls students from all 25 MCPS high schools, as well as students who are homeschooled or attend private school.

- Excellent academic programs are complemented by disability support services, counseling, learning labs, extensive financial aid programs, student activities, and athletics. More than 51% of students receive some form of financial aid. Fifty-three percent of new, full-time and part-time students graduate or transfer within four years of entering MC.

- The College's Workforce Development and Continuing Education unit fulfills community needs for a variety of credit and career and workforce 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. The College's community education courses provide offerings for residents through its youth program, driver's education program, and lifelong learning for students ages 50 and above.

- The College has many organizational partnerships, which often address job skills needs in Montgomery County and the Washington, D.C., area, in the sciences and other high-technology areas. Partner organizations include the Smithsonian Institution, the Library of Congress, the National institute of Standards and Technology, the National Institutes of Health, the American Film Institute, the Marriott Corporation, health care providers, biotechnology firms, and many others.

- 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, known as PIC MC. The campus is a hub of education, business, and entrepreneurship, where industry partners actively interact with faculty and students to achieve both educational and economic success. The campus is also home to a county-run business incubator, a Hughes Network Systems high-tech manufacturing facility, and Holy Cross Germantown Hospital. The College is the only community college to have a hospital on its campus.

- The Rockville Campus is the largest campus of Montgomery College, serving about 15,000 students each semester. The campus is home to a state-of-the art math and science center, the Long Nguyen and Kimmy Duong Student Services Center, the Robert E. Parilla Performing Arts, and Homer S. Gudelsky Institute for Technical Education. The College's engineering program, based at Rockville, is the largest at a community college in the United States in enrollment and transfer rates.

- 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 other allied health professionals receive education and training. The Catherine and Isiah Leggett Math and Science Center opened in fall 2024 and offers state-of-the-art instructional environments aimed at equipping students with skills for careers in high-demand sectors. This environmentally sustainable building accommodates cutting-edge laboratories, a planetarium, a greenhouse, educational hubs, and versatile function spaces.

- The College opened the East County Education Center (ECEC) in spring 2024 to bring the College's unique services and academic programs to the residents of the East County, to expand access in this region of the county, and to serve as an anchor institution in the community. Offering both credit and noncredit courses at the ECEC, the 55,000-square-foot facility center boasts 11 classrooms, 10 labs, a library and learning center, a Student Wellness Center, and Raptor Central—a one-stop shop for admissions, enrollment, and visitor services. The College is poised to begin exploration of opening a fourth campus in the East County.

- Montgomery College provides workforce development and continuing education courses year-round on all three campuses and at centers in Gaithersburg and Wheaton, as well as at the East County Education Center. Offerings include a wide range of career and workforce classes designed to meet the needs of county residents and businesses, providing students with certificates, and industry-recognized certifications in high demand fields such as business, information technology and cybersecurity, health sciences, hospitality, early childhood education, project management, and biotech, and provides community education and enrichment programs, for students of all ages, and offers English language skills from basic to advanced.

- The College's talented 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.

- The College has a robust participatory governance structure, which includes four constituent councils, four campus councils, four functional councils, and a College Council that consists of the chairs of the other 12 councils. In a given year, over 150 employees and students serve in elected positions on the councils.

INFORMATION RESOURCES
Click the links below to see these documents

- Transformational Aspirations
- Strategic Plan
- Facilities Master Plan
- Montgomery College Foundation
- PIC MC
- Alumni Association

MC BUDGETS
Click the links below to see these documents

- Operating Budget
- Capital Budget

Position Summary

The Senior Vice President for Student Affairs (SVPSA) serves as the chief student affairs officer and advocate to advance the Transformational Aspirations and Strategic Plan. The SVPSA provides vision and direction in developing, implementing, evaluating, and revising division and tactical plans, shaping policies, and establishing procedures that advance the College's mission and goals. The SVPSA is a senior advisor to the President, especially on matters regarding student services and strategies to navigate the changing landscape of higher education.

The SVPSA supervises two Associate Senior Vice Presidents, the Dean for Student Access, the Dean for Student Success, the Dean for Student Engagement, the Director of Achieving Collegiate Excellence and Success (ACES), the Director of Student Affairs, the Student Affairs Office Operations Director, and the Executive Associate. The span of offices in Student Affairs includes the following:

- **Student Access**—Raptor Central, Records and Registration, Recruitment and Future Students

- **Student Engagement**—Athletics, Student Career and Employment Services, Student Life

- **Student Success**—Counseling and Advising, Disability Support Services, First Year Experience, Student Wellness Center, TRIO, Veterans Services

- **Financial Aid**

- **Student Programs/Initiatives**—Achieving Collegiate Excellence and Success (ACES), ASCEND Parent Initiative, Educational Opportunity Center, Presidential Scholars Program)

In their work, the SVPSA will interact with and represent the College with various entities, including, but not limited to the Maryland Association of Community Colleges, the Maryland Higher Education Commission, Montgomery County Public Schools, the Montgomery County Council, community and business partners, as well as College faculty and staff.

The SVPSA must be well informed about current trends in higher education, as well as future-forward perspectives, and be prepared to be a data-informed decision maker with a high degree of emotional intelligence, who is committed to the principles of servant leadership, the community college mission, equity and inclusion, teamwork, participatory governance, and collective bargaining. The SVPSA must be student centered and possess the characteristics of sound judgment, creativity, openness, flexibility, integrity, introspection, resourcefulness, and humility. The successful candidate will be expected to be driven by a passion for the College's mission and to work in and foster team environments where positive conflict is welcomed, and psychological safety is ensured.

The SVPSA should have an earned doctorate in education, student development, business administration, or relevant field taught at the College or relevant educational program with five years of experience in the field of student development or services in such areas as assessment, advising, counseling, disability support services, student life, athletics, admissions, enrollment management, and student financial aid, and seven years of progressively responsible leadership experience in higher education, including service as department chair, dean, vice president, or the equivalent, preferably with some of this at a community college. The equivalent combination of education, training, certification, and/or experience that provides the required knowledge and expertise to perform the essential functions of the job may be considered.

Opportunities and Challenges

The next Senior Vice President for Student Affairs will join Montgomery College at a time of great opportunity, considering deep polarization in our society, continued racial and social unrest, perpetual gaps in income and poverty, varying views on the purpose and benefit of post-secondary education, and more. On-site learning activity at the College is at its highest levels post-pandemic, and online and hybrid instruction are expected to remain an integral part of academic offerings. The College balances onsite and remote work for employees in order to maintain strong teamwork, communications, and productivity with student service as its core focus.

In this context, the new SVPSA will join the president's Cabinet—consisting of the president, four senior vice presidents, and the chief of staff—which focus on holistically advancing the College and conducts itself with a student-centered approach, keenly focused on equitably enhancing student access, completion, and post-completion success. The College is deeply committed to equity and inclusion as a grounding for all its work. As part of this leadership team, the SVPSA will contribute to fulfilling the goals of the Strategic Plan and realizing the Transformational Aspirations.

Serving Student Needs

In FY24, Montgomery College welcomed over 45,000 students from across Montgomery County and the region who are a diverse student body in terms of race/ethnicity, socioeconomic status, age, and more. This diversity is reflected in the College's AANAPISI, HSI, and MSI designations. Additionally, students hail from more than 150 nations and reflect the county's population with people of color making up 79% of the student body. About half of our students identify as first-generation college students. The College also has growing opportunities for high school students who come to MC before graduating through our dual enrollment programs. Over 250 high school students earned their associate's degree simultaneously with their high school graduation in FY24. Students come to us with a diverse set of needs, including academic advising, personal and mental health and wellness, and basic needs. Almost 20% of students are parents. The SVPSA will be expected to bring cultural competencies to embrace the diverse student body and lead student services efforts to meet their needs to support their success.

Future Focused

The new SVPSA will have the opportunity to build and fashion an enhanced Student Affairs division by renewing key leadership positions, including several direct reports. The College has engaged in a review of the division with staff, faculty, and administrators of the division participating in a "Student Affairs Reimagined" process during FY24. Leaning into the division's culture, leadership, and morale, the Reimagined process embraced five guiding principles for the future: a culture of care, a sense of belonging, the student experience, the faculty and staff experience, and an equity lens. The division is poised to implement changes that will enhance service to students.

strengthening holistic supports for students. Collaboration is important at Montgomery College, and the SVPSA will join a Cabinet whose members value partnership, communication, and productive conflict to achieve positive change outcomes.

Processes and Technology

With all of the College's efforts to enhance access to education and completion, Student Affairs recognizes the need to replace cumbersome, complex, and manual processes with new processes, structures, systems, and effective technology in order to provide an equitable and seamless student experience that advances success. The College uses Ellucian's Banner as the student information system and is embarking on the design and building of its robust, streamlined cloud, future-ready solution. The College is also in the process of implementing a new CRM, TargetX, as a student success platform to enhance our communication and relationships with current students and those whom we seek to serve. In addition, transitioning to the use of Starfish as a single source for advising and supporting students is a priority. The SVPSA will have an opportunity to advance this work to better serve students.

Communication and Collaboration

The SVPSA will have an opportunity to leverage internal relationships with other divisions (Academic Affairs, Administrative and Fiscal Services, Advancement and Community Engagement) and external partnerships (e.g., Montgomery County Public Schools, home-school families, and community and faith-based organizations) to implement the Strategic Plan in pursuit of the College's Transformational Aspirations. Collaboration will be critical in executing the student enrollment plan, rolling out a rebranding effort, and

Data and Assessment

The Student Affairs Reimagined work recognized the importance of enhancing division data and assessment in order to best understand and improve our impact on our students. Efforts to improve data gathering methods to increase use and assessment of data can enhance operational efficiency, improve decision-making, and foster a better understanding of equity gaps. The SVPSA will have an opportunity to define student services metrics, set expectations, and create a culture of continual improvement.

Position Description

The Senior Vice President for Student Affairs:

• Provides vision and direction for the College's student affairs division and support services.

• Serves as a member of the President's Cabinet, prioritizing support for peers, building relationships to co-create and address organizational challenges and opportunities, make decisions, hold each other accountable, collaborate to accomplish Strategic Plan goals and realize Transformational Aspirations.

• Assures that the student services available at all campuses and centers are equitable and that all students are afforded a common student experience from the first time a potential student contacts the College through the completion of study at Montgomery College.

• Develops, revises, and implements all student-related policies and procedures, including the Student Code of Conduct for all student services programs that support a diverse student body in achieving their educational and career objectives.

• Ensures consistent application of the Student Code of Conduct as administered by the Deans of Student Affairs and addresses issues of student complaints.

• Leverages and adapts promising practices to maximize student support toward credential completion or transfer.

• Fosters student access and retention by providing collegewide leadership, direction, and coordination in assuring consistency and quality in the delivery of all access, success, and engagement services and activities; and works with the Senior Vice President for Academic Affairs/College Provost to assure that student services are properly and effectively aligned with instructional programs.

• Monitors student services usage, assessing their impact, and making appropriate revisions in the College's information technology systems to support MyMC and all Banner system needs.

• Develops plans and budgets in order to obtain the most efficient delivery of student services.

• Works closely with the Senior Vice President for Administrative and Fiscal Services to ensure that Student Affairs personnel, programming and activities are assessed for impact, effectiveness, and student learning outcomes.

• Serves as the Chief Student Affairs Officer and student advocate in communicating student issues to the President, Senior Vice President for Academic Affairs/College Provost, and vice presidents in central offices, Auxiliary Services, and other College, campus, and community groups and representatives.

• Works closely with the Senior Vice President for Academic Affairs/College Provost to lead College efforts that involve public and private secondary school, four-year college, and university partnerships, as well as community and business partnerships.

• Represents the College at the Maryland Community College Chief Student Affairs Officers Affinity Group, student affairs and community college conferences, Middle States Visitations, and similar programs.

Qualifications

Education and Experience

- Doctorate in education, student development, business administration, or relevant field taught at the College or relevant educational program.
- Five years of experience in the field of student development or services in such areas as assessment, advising, counseling, disability support services, student life, athletics, admissions, enrollment management, and student financial aid.
- Seven years of progressively responsible leadership experience in higher education including service as department chair, dean, vice president, or the equivalent, preferably with some of this at a community college.
- The equivalent combination of education, training, certification, and/or experience that provides the required knowledge and expertise to perform the essential functions of the job may be considered.

Required Commitment, Knowledge, and Abilities

- Purpose- and passion-driven about the work we will pursue at MC—impacting individual economic and social mobility that leads to intergenerational mobility.
- Team-oriented ability to engage in positive conflict and support an environment of psychological safety (with fellow senior vice presidents, Cabinet, and in all spaces).
- Ability to view the College holistically, not just in terms of Student Affairs, and contribute to a decision-making process that supports this framework.
- Demonstrated commitment to diversity, equity, inclusion, and belonging and actions that have created outcomes addressing equity gaps amongst populations (e.g., Hispanic/Latino, African-American/Black, first-generation, and student-parents) where the College see equity gaps.
- Dedication to diversity, equity, and inclusion.
- Student-centered.

- Servant leader.
- High emotional intelligence.
- Empathetic.
- Data-informed decision maker.
- Humble.
- Curious.
- Introspective.
- Knowledge of contemporary issues in post-secondary education, student affairs program development and delivery, and outcomes assessment.
- Strong functional knowledge of college operations.
- Understand the use of technology and its appropriate application in student services, instruction, and administration.
- Excellent leadership, strategic planning, budget administration, communication, interpersonal, facilitation, problem-solving, analytical, critical thinking, and research and data-driven decision-making skills.
- Ability to interact effectively and productively with college community, governance/legislative groups, and culturally and ethnically diverse students, faculty, and staff; build the academic quality of a teaching institution with a focus on student and faculty scholarship; and plan and implement innovative learning and teaching programs.
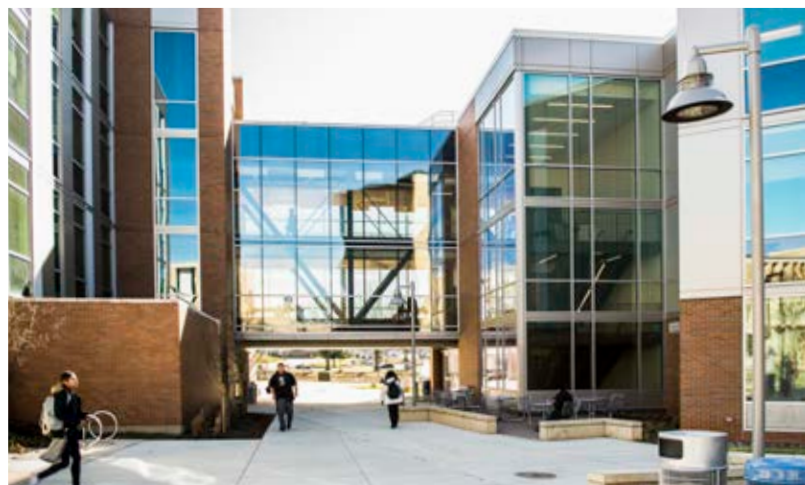
Application Process

Applications submitted by November 15, 2024, will receive full consideration. The position remains open until filled. Jeremy Duff, vice president of executive search, and Shelley Feather, senior executive search consultant and practice leader, are leading the search.

Applications (resume/CV and cover letter) can be submitted in confidence to Greenwood Asher & Associates at MCSVPSA@greeenwoodsearch.com.

Applications should consist of the following:

• A resume/curriculum vitae.

• A cover letter (maximum five pages) addressing the candidate's interest in the position, qualifications, and narratives addressing each of the Opportunities and Challenges listed above in this Prospectus.

According to the College's policy and search committee affirmation, all information from and about candidates will be kept in strict confidence.

College Benefits

Montgomery College benefits package includes generous paid holidays, paid vacation, and sick leave; medical, dental, vision, group legal benefits; professional development; retirement plan; educational assistance and tuition waiver for employee and dependents; and wellness programming, including onsite gyms, pools, and classes.
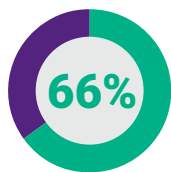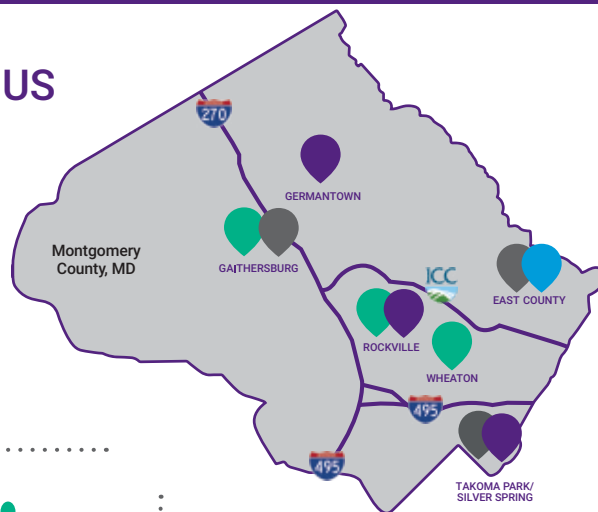
MC
MONTGOMERY COLLEGE
MAKE YOUR MOVE®

Access

45,385
students seek degrees, certificates, and training

79%
students of color

WHERE YOU NEED US
3 campuses
3 training sites
3 community engagement centers
1 education center
online

Montgomery County, MD

GERMANTOWN
GAITHERSBURG
ICC
EAST COUNTY
ROCKVILLE
WHEATON
TAKOMA PARK/ SILVER SPRING

66%
students attend part time

24
average age of degree-seeking student

39
average age of training/certificate-seeking student

24%
receive Federal Pell Grants
(federal financial aid)

$27,238
average household income of Federal Pell Grant recipients

Opportunity

start early
high school students can earn a diploma and a college degree at the same time

choose your path

142
degree and certificate options
prepare HVAC techs, nurses, engineers, teachers, lab bench workers, and scientists

533
transfer institutions
including University of Maryland, Towson, Georgia Tech, and MIT

achieve your goal

MC Alumni

Carl Buch
President
Buch Construction

Sol Graham
Founder
Quality Biological, Inc.

Julie Verratti
Founder
Denizens Brewing Co.

Affordable

$5,394
Montgomery College
annual tuition and fees;
approximately half the cost
of University of Maryland

open access
high-quality,
locally provided
postsecondary education
for all residents

$51M
in scholarships,
including
Federal Pell Grants,
distributed in 2021

Excellence

9
faculty members named
Maryland professor of the year

in the classroom:
subject matter
and
industry experts

94%
faculty with a master's
degree or higher

Homegrown Talent

Alumni Fuel Montgomery's Economy

Shruti Mistry
Team Lead for External Heart Rhythm and Rate Devices Team
Food and Drug Administration

Alexander Camacho
Systems Engineer
Leidos

**Rowda Muhammad**
Biomanufacturing Associate
GlaxoSmithKline

Dimitri Tselenchuk, Ph.D.
Senior Scientist
Meso Scale Diagnostics, LLC

Sadiksha Thapa
Nurse
MedStar Georgetown
University Hospital

" MC creates the homegrown talent who energize our economy. Each new hire—each new skill learned—is a success story because every wage earner contributes to the greater economy. "

–James Muir III
Vice President
Hughes Network Systems, LLC
MC Alumnus

Good Investment
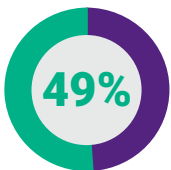
49%
MCPS graduates
who stay in state for
college attend MC

**degree holders
earn $11,300 more
per year,**
on average, than
Maryland high
school graduates

79%
alumni stay in Montgomery County
and enter the workforce

$1B
MC adds to the county's economy

MC

MONTGOMERYCOLLEGE