

SEARCH PROSPECTUS

Senior Vice President for
Administrative and Fiscal Services

MC
MONTGOMERY
COLLEGE



SEARCH PROSPECTUS

Senior Vice President for Administrative and Fiscal Services

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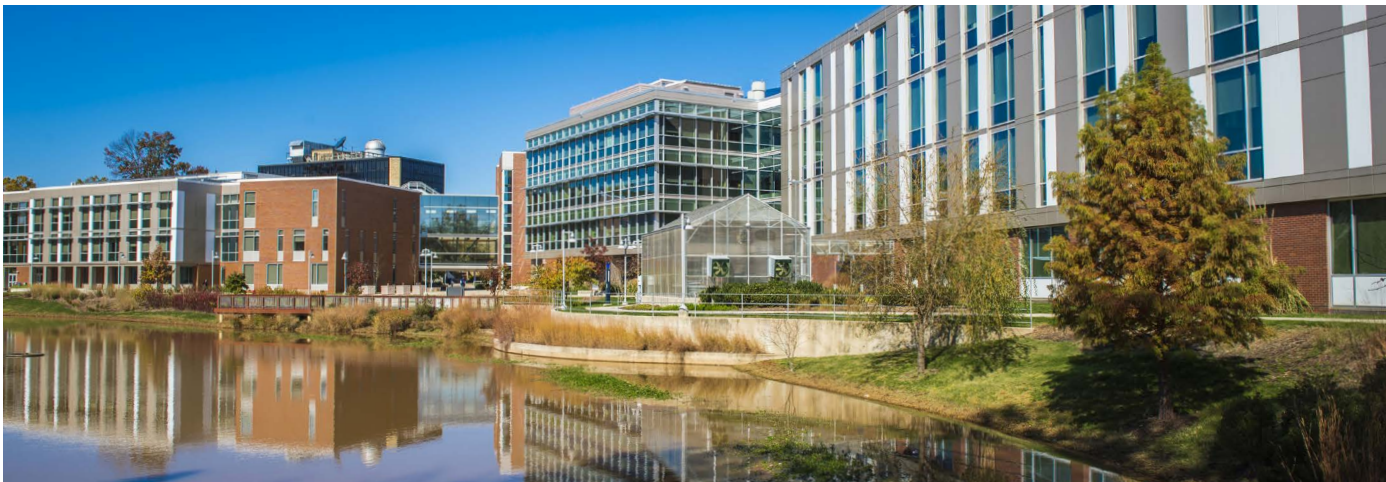
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The Search

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, 2021.

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, the vice president of facilities, and the director of public safety and emergency management.



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 is governed by a 10-member Board of Trustees appointed by the governor of Maryland. Montgomery College serves 50,000 credit and noncredit students on three campuses in Germantown, Rockville, and Takoma Park/Silver Spring, and a collegewide Workforce Development and Continuing Education unit, training centers in Gaithersburg and Wheaton, 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 155 countries. MC has more than 480 full-time instructional faculty members, 850 part-time instructional faculty members, and 330 Workforce Development and Continuing Education faculty members.

In total, more than 1,600 full-and part-time well-qualified and talented faculty members, as well as 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 130 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

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

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.

VALUES

Excellence | Integrity | Innovation

Equity and Inclusion | 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, D.C., 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 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.
- At the onset of the coronavirus pandemic in March 2020, the College pivoted to remote teaching, learning, and working, and will remain in this mode until it is safe to bring students, faculty, and staff back to campus.
- 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 FY21 operating budget is \$318 million, with a current (general) fund budget of \$268.9 million. During the coronavirus pandemic, both state and county support of the College is expected to remain constant or contract.
- The College's FY19 approved capital budget is \$32.5 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 eleventh 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.



Montgomery College Attributes (continued)



- 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 U.S. 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-eight percent of MCPS graduates who stay in state for college attend MC. The College enrolls students from all 26 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 has been ranked number 12 in online degrees, by BestColleges.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-four percent of new, full-time students graduate or transfer within three years of entering MC.
- The College's Workforce Development and Continuing Education (WDCE) unit 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. WDCE's community education courses provide offerings for residents through its youth program, driver's education program, and lifelong learning for students ages 50 or older.
- 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.

Montgomery College Attributes (continued)

- The College also has many organizational partnerships, which often address jobs skills needs in the Washington, D.C., area, in the sciences and other high-technology areas. Partner organizations include the Smithsonian Institution, the Library of Congress, the American Film Institute, Marriott International, Inc., 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 in 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 Morris and Gwendolyn 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. A new math and science building is under construction and is expected to open in 2022.
- 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.

- 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.



MC STRATEGIC PLAN AND MASTER PLANS

Click the links below to see these documents

- [Montgomery College 2025 Strategic Plan](#)
- [Facilities Master Plan](#)
- [Academic Master Plan](#)
- [Student Affairs Master Plan](#)

MC BUDGETS

Click the links below to see these documents

- [Operating Budget](#)
- [Capital Budget](#)

Position Summary

The senior vice president for administrative and fiscal services is the senior-most person responsible broadly for all administrative operations at Montgomery College to:

- advance the strategic plan, master plans, goals, and mission of the College;
- lead units of the administrative and fiscal services division;
- guide 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
- direct the work of the chief business/financial strategy officer, the chief information officer, the chief human resources officer, the vice president of facilities, and the director of public safety and emergency management.

This senior vice president should have experience in one or several of the areas in Administrative and Fiscal Services Division and must have competence in all of the areas. The senior vice president will use this knowledge and competence 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, teamwork, and participatory governance, and possess the characteristics of sound judgment, flexibility, creativity, openness, integrity, resourcefulness, and humility.



Opportunities and Challenges

The next senior vice president for administrative and fiscal services will join Montgomery College at a time when Montgomery County, the state of Maryland, and the nation are coping with the effects of the coronavirus pandemic. During this historic health crisis, Montgomery College continues to fulfill its mission and serve its students. Faculty and staff had to pivot abruptly to teaching and working remotely in March 2020. Many students, who have been learning remotely, have also been balancing family responsibilities, jobs, and technology challenges while attending classes.

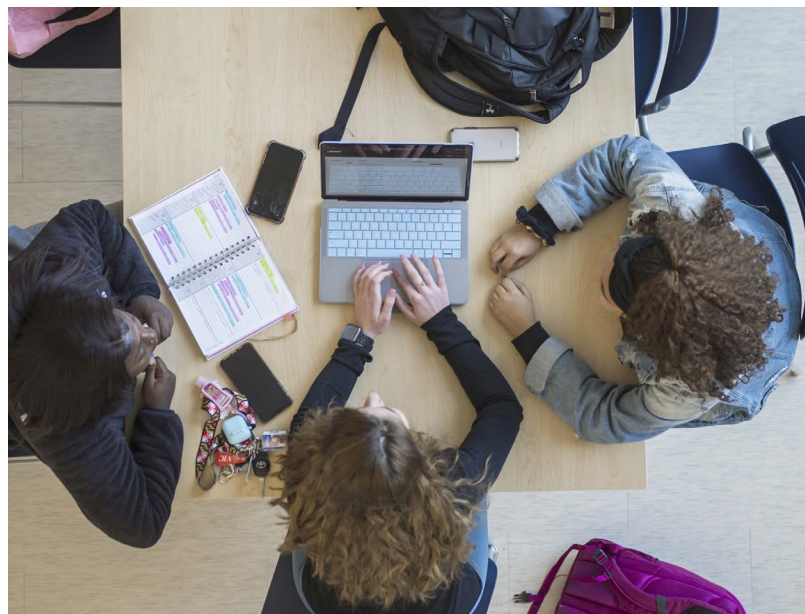
In this context, the new senior vice president will join the president's senior leadership team, which is evolving and transforming to meet the unique challenges of this moment by building capacity, courage, and collaboration. The College is deeply committed to equity and inclusion as a grounding for all its work. The four senior vice presidents and chief of staff/chief strategy officer collectively function as the "chief operating officer" for the president, embracing their role to meet College goals and coordinate their divisions' operations for student success. As part of the leadership team, the senior vice president will contribute to fulfilling the vision laid out in the Montgomery College 2025 strategic plan. The senior vice president for administrative and fiscal services will lead a team of vice presidents with responsibility for the following opportunities and challenges and will need a comprehensive approach to managing multiple variables in a changing environment.

Budgeting through a pandemic economy

The COVID-19 pandemic has disrupted commerce, education, and everyday life. The economy is unlike any that we have experienced before, including the Great Depression.

Economists call it a "pandemic economy" and forecasters are suggesting that the recovery will be slow and will last into 2023 and 2024—and perhaps well beyond, for those industries most dramatically impacted. Montgomery College has a long track record of responsible fiscal management and entered fiscal year 2021 (July 1, 2020–June 30, 2021) in a strong financial posture. Like many localities and states, our county and state governments have signaled reductions in support. There are concerns that decreasing operating and capital budgets will hinder a return to pre-COVID College operations. Capital funding may be required to refocus on renovation rather than new construction.

The new senior vice president will be expected to provide leadership on budgeting matters that is responsive to the unique pandemic situation. The senior vice president will also represent the College with local and state officials during budget development.



Opportunities and Challenges (continued)



Assessing the College workforce

The College is undergoing a strategic workforce assessment—planned before the pandemic—which is reviewing aspects such as organizational design and staffing allocations, succession planning, skills and competencies audit, and employee training and development. In addition, the College continues to enhance talent acquisition and employment practices to be equitable, inclusive, agile, and effective. After several cycles of using a market-based compensation model for faculty and staff, the structures and practices are ready for updates and enhancements.

The new senior vice president will be expected to provide leadership on human resources matters and assure that the College is a competitive employer that attracts, hires, and retains the best talent.

Completing information technology initiatives and ensuring IT security

The College is nearing completion of its enterprise resource planning system conversion to Workday. In addition, a migration to Banner 9, which serves as the student information system, is underway. As the Workday Human Capital Management and Financials components go live, employees will have new and improved systems for conducting work that will replace legacy, manual, paper-driven processes. Migration from Banner 8 to Banner 9 supports several student success initiatives, including efficient starts at the College, and well-defined academic pathways leading to graduation, transfer, or entry to the workforce. The improvements that will come with Degree Works are a high priority.

During the pandemic and remote operations, students and employees have required extensive mobile technology. The challenges of a constrained budget, especially during economic uncertainty, call for innovative thinking and problem-solving. The IT department is aggressive in providing security of the College's data assets. There is continuous need to enhance a safe and secure data environment both in remote and on-campus scenarios, while being budget conscious and innovative.

The new senior vice president will be expected to provide leadership in advancing a digital-first transformation, oversee the completion of the Workday conversion and Banner migration, and support IT security. In addition, the senior vice president will conduct a search for a permanent chief information officer.

Opportunities and Challenges (continued)

Charting the post-pandemic return to campus

During the pandemic, the College has made safety its top priority. When COVID cases began to appear in Maryland, the College suspended on-campus operations in March of 2020 and converted to remote teaching, learning, and working. Remote operations continued through summer 2020 term and the fall 2020 semester. Only a very small number of specialized lab classes have met on campus during this time. Only a very few employees have come to campuses to work. Strict protocols are in place for employees and students to assess their health status before coming to campus. The College will begin the spring 2021 semester with remote operations and assess conditions midway through to determine if re-establishing some campus operations after spring break in mid-March of 2021 is warranted.

When people begin to return to campuses, it is likely that operations will be scheduled differently than they were in pre-pandemic times. High traffic areas will need to be reconfigured, and intensive cleaning/disinfecting protocols will continue to be followed.

The new senior vice president will be expected to provide leadership in re-opening campuses with strategies and methods based on accepted standards of healthy/safety practices.

Enhancing the role of public safety

The College's Office of Public Safety and Emergency Management is responsible for the protection of the College community, first aid, emergency assistance, 24-hour escort service (upon request), enforcement of campus parking regulations, and the lost-and-found service. Officers on each campus are on duty 24 hours a day, seven days a week.

The College maintains relationships with local police departments, which provide services in certain situations and emergencies. To maintain effectiveness, public safety requires up-to-date technology and software for tracking, reports, and regulatory compliance.

The new senior vice president will find an evolving public safety function that includes rebranding and professionalization of the department, a new central dispatch operation, revised general orders, and integration of public health into public safety. A campus police officer (CPO) role has been established and training opportunities have been provided to public safety officers who desire to become CPOs. In addition, the new senior vice president will be expected to provide leadership in enhancing the role of the Office of Public Safety and Emergency Management, continue the CPO program, and foster healthy relationships with College constituents and partners.



Job Description

The following responsibilities and duties are contained in the senior vice president's job description.

Responsibility 1: Provide Collegewide Senior Leadership

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

Advise the president and collaborate 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.

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 information, reports, appropriate recommendations, and effective correspondence.

Job Description (continued)

Responsibility 2: Provide Leadership to Administrative and Fiscal Services

Efficiently and effectively organize, develop, and lead the comprehensive Administrative and Fiscal Services Division to enable the College to 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.

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 and 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.

Job Description (continued)

Responsibility 3: Provide Strong Fiscal Stewardship to Ensure the College's Financial Wellbeing and Operational Reliability

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.

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 multiyear operating budget/fiscal plan to ensure long-term fiscally sustainable operations and affordable tuition.
- Safeguard all financial and human capital assets of the College.

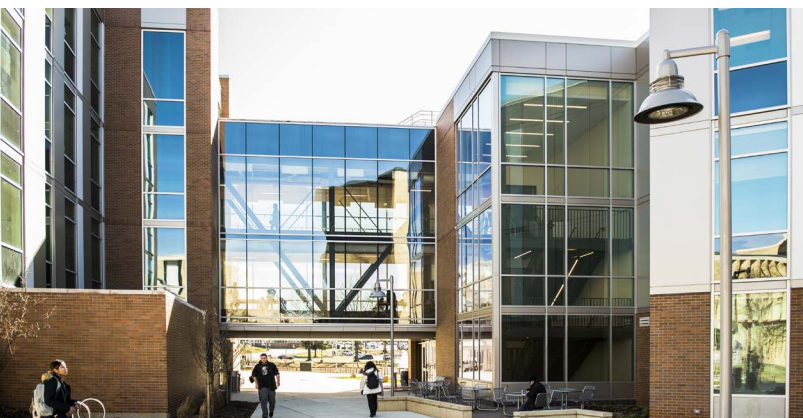
- Implement all required financial compliance and internal control programs including the annual external audit as well as internal audits.
- Monitor and report on the financial condition and performance of the College.
- Evaluate, develop regular financial reports and or models with analytics and forecasts 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).



Qualifications

Minimum:

- Master's degree from an accredited institution is required, in disciplines such as business, finance, accounting, economics, public administration, educational administration, or other relevant field.
- 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)



Qualifications (continued)

Preferred:

- Doctorate or terminal degree from an accredited institution in business administration, finance, accounting, economics, public administration, educational administration, or other relevant field.
- 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.
- Experience with collective bargaining relationships and processes.



Application Process

Applications should consist of a resume/curriculum vitae, and cover letter (maximum five pages) addressing the candidate's interest in the position, qualifications, and narrative addressing the Opportunities and Challenges listed above in this Prospectus. All applications submitted by February 5, 2021, will receive full consideration. Applications can be submitted in confidence to at montgomerycollege.edu/employment.

By College's policy and search committee affirmation, all information from and about candidates will be kept in strict confidence. **All applications should be submitted by February 5, 2021.**

Apply online at montgomerycollege.edu/employment

Our benefits package includes: generous paid vacation, sick leave, 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.



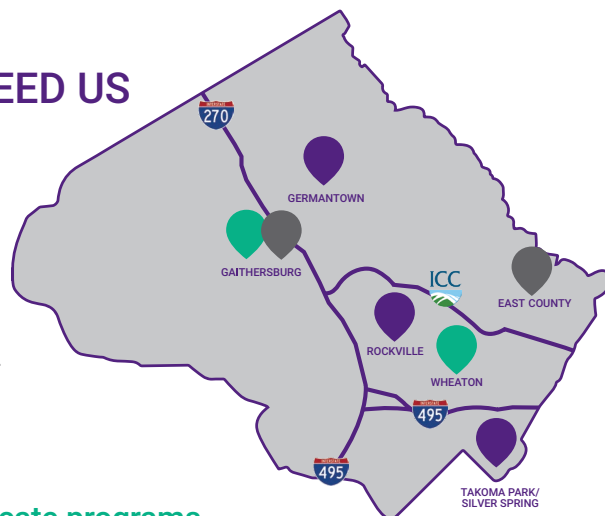
MONTGOMERY COLLEGE BY THE NUMBERS

49,168
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



24%

MC students who
receive Pell grants
(federal financial aid)

\$27,238

Average household income for
federal Pell grant recipients

130

Degree and certificate programs

From mechanics to engineers and lab bench workers
to scientists: **we fuel the economy**

78%

Students of color

Student community
reflects today's
Montgomery County

\$5,322

annual tuition & fees

The most affordable
higher education option
for county residents

48%



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

155

Countries represented*

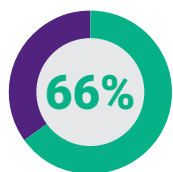


9

Faculty members named
Maryland Professor of the Year
quality in classrooms

44%

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



MC students
who attend
part time*



24

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.

**MC MONTGOMERY
COLLEGE**
MAKE YOUR MOVE®

December 2020

*credit students



MONTGOMERY COLLEGE

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Montgomery College is an academic institution committed to promoting equal opportunity and fostering diversity among its students, faculty, and staff.