



CHANCELLOR / UNIVERSITY SYSTEM OF MARYLAND

LEADERSHIP STATEMENT

INSTITUTIONS

Bowie State University
Coppin State University
Frostburg State University
Salisbury University
Towson University
University of Baltimore
University of Maryland, Baltimore
University of Maryland, Baltimore County
University of Maryland, College Park
University of Maryland Eastern Shore
University of Maryland Global Campus
University of Maryland Center for
Environmental Science

REGIONAL CENTERS

Universities at Shady Grove
University System of Maryland
at Hagerstown

This Leadership Statement is intended to provide information about the University System of Maryland and the position of the Chancellor. It is designed to assist qualified individuals in assessing their interest in this position.

Witt / Kieffer

Leaders Connecting Leaders

The Opportunity

The Board of Regents of the University System of Maryland (USM) invites nominations and applications for the position of Chancellor.

The Chancellor is the Chief Executive Officer of the USM and the Chief of Staff to the Board of Regents and is responsible for the overarching leadership and management of the entire USM. The USM comprises 12 institutions, three regional higher educational centers, and a system office. It serves more than 176,000 students worldwide with an operating budget of more than \$6 billion. The Presidents of the USM's 12 institutions report directly to the Chancellor and together are accountable for providing transformative leadership, focus, and strategic vision for the advancement of public higher education and research activities in the state of Maryland.

As Maryland's public university system, the USM is well positioned on multiple levels for continued progress and success. Maryland is a well-educated state, ranking 2nd nationally in the percentage of professional and technical workers and is in the top 5 in the proportion of adults with bachelor's and advanced degrees. A tremendously diverse and culturally rich state, Maryland is also affluent, leading the nation in median income and having the nation's second lowest poverty rate. Its proximity to Washington, D.C. provides ready access to national leadership, numerous federal labs and facilities (NIH, FDA, NIST, NSA, etc.), and myriad partnership opportunities for institutions, faculty, and students. Higher education in Maryland—and the USM in particular—has received impressive bipartisan state support for years.

Current Chancellor Robert L. Caret is stepping down in June 2020 after five years of valuable contributions to the system. In recent years under Chancellor Caret's leadership, the University System of Maryland has realized the following successes:

- **Increased enrollment and graduation rates.** Enrollment grew almost 9 percent, from 162,000 to more than 176,000 students, and degrees conferred increased almost 15 percent, from 36,600 to more than 42,000. USM issues between 75 and 80 percent of Maryland's bachelor's degrees and 80 percent of all STEM (Science, Technology, Engineering, and Mathematics) degrees in the state.
- **Increased Affordability.** The USM prioritized affordability by limiting tuition hikes to a modest 2 percent annually, developing multiple pathways to degree, and dramatically increasing financial aid. Over the past five years, institutional aid across the USM has increased by more than 20 percent and currently stands at \$161.5 million funding 53,495 students with need-based and merit-based support. Today, nearly 50 percent of USM undergraduate students graduate without debt.
- **Achieved greater levels of diversity and inclusion.** Underrepresented minority (URM) students account for over one-third of the USM student population. Further, these students have reached increasing levels of success, especially in the STEM disciplines, where bachelor's degrees earned by URM students have increased by more than 25 percent under Chancellor Caret. In addition, USM's Historically Black Institutions (HBIs) have seen increased capital and operating support

- ***Dramatically expanded its role as a vital economic engine for the state of Maryland.*** USM attracts more than \$1.4 billion in external grants and contracts annually. Considered as a single entity, USM ranks 9th in federal R&D funding nationally. Four USM institutions feature research/technology parks supporting 275 tenants and 9,800 jobs, 10 business incubator/co-working facilities with 174 tenants and has facilitated the creation of more than 800 new business startups in recent years. The USM has also placed strategic focus on expanding partnerships with government and industry to inspire creation of innovative workforce development programs and generate more opportunities for student and faculty collaboration. Further, the USM Maryland Momentum Fund, established to support company creation and commercialization of USM-based research, has made seven equity investments with over \$2 million committed, which has been matched almost three-to-one with more than \$6 million from external co-investors. Investments closed to date cover a wide variety of companies and products.
- ***Solidified its reputation for academic and research excellence.*** All USM universities have been ranked among the nation's best by such publications as *U.S News & World Report*, *Kiplinger*, *The Princeton Review*, *Washington Monthly*, and others.
- ***Bolstered its commitment to sound financial stewardship of student and taxpayer dollars.*** With strong bond ratings, the USM is one of only 26 public higher education institutions to earn one of Moody's Investor Service's top two ratings, Aaa and Aa1. The System has accrued nearly \$600 million in savings through its nationally-recognized Effectiveness and Efficiency (E&E) initiatives. Philanthropy throughout USM has also grown, with a record high of \$408 million raised in private funds in FY 2018.
- ***Received strong bipartisan legislative support as seen in state funding for public higher education.*** By aligning its priorities with those of the State of Maryland, the USM has established one of the nation's most productive and fruitful relationships with leaders in state government. Over the last five years, the USM has received over \$1.62 billion for the system's Capital Improvement Program for planning, construction, equipment and renovation of Academic Facilities. For the most recent fiscal year 2020 budget, funding from the state reached \$1.5 billion which includes a \$100 million (7%) increase over the prior year. This year's budget includes funding for key initiatives such as a \$32 million workforce development initiative that the USM launched with the Governor and legislature. Over the last 8 years, USM employees have received five cost-of-living adjustments and 3 merit increases from the state.

The new Chancellor – the fifth in the system's history – will have the opportunity to expand on these opportunities for the benefit of both the USM and the State of Maryland. Additional information about the USM is accessible through www.usmd.edu.

Opportunity Highlights

The USM Board of Regents is seeking in its next Chancellor a highly respected leader committed to ensuring the continued success and national prominence of the system. As a spokesperson for the USM and higher education with the Legislature, the Governor, the business community, and the public, this individual will have the opportunity to achieve the following professional and personal accomplishments:

- ✓ Lead one of the most respected systems of higher education in the country, whose reputation and resources have made it a national role model for the delivery of high quality, affordable education.
- ✓ Oversee an enormously diverse mix of campuses and institutional entities.
- ✓ Work directly with a diverse and outstanding cohort of Presidents and senior leaders who are each aligned towards the achievement of the USM's and state's collective goals.
- ✓ Regularly engage with Maryland's top elected officials and senior leaders in the private and civic sectors.
- ✓ Be recognized nationally as an acknowledged leader in the field of higher education and participate regularly in forums and collaborative initiatives with other top leaders in the academy.
- ✓ Reside and work in Maryland, a state known for its economic vitality, quality of life, and diversity of regions and communities.

For more information regarding how to make a nomination or to express interest in this opportunity, please see the section titled "Procedure for Candidacy" near the conclusion of this document.

The University System of Maryland

The University System of Maryland (USM) is the state's public higher education system. Benefiting students, as well as Maryland and its citizens, the USM:

- Offers expansive access to affordable high-quality educational opportunities.
- Performs groundbreaking research.
- Instills a culture of innovation and entrepreneurship.
- Promotes economic growth and workforce development.
- Provides vital services to communities and individuals.

With its 12 institutions, three regional higher education centers, and a system office, the USM has a significant impact on the quality of life in Maryland. Eighty percent of USM students are from Maryland, and up to 80 percent of USM graduates live in and contribute to the region. In Maryland alone, over 500,000 USM alumni the state home. Working closely with business, government, and other organizations, the USM creates social and economic benefits for people throughout the state and region.

The USM combines the power of its member institutions to not only provide students access to world-class resources, but also ensure that those resources are used effectively, efficiently, and sustainably. By facilitating inter-institutional collaboration, the USM creates a dynamic educational environment that supports a unique array of pathway programs; fosters groundbreaking research, innovation, and entrepreneurship; and fuels the engine that is helping to power the State of Maryland forward.

Mission

The mission of the University System of Maryland is to improve the quality of life for the people of Maryland by providing a comprehensive range of high quality, accessible, and affordable educational opportunities; engaging in research and scholarship that expand the boundaries of current knowledge; and providing knowledge-based programs and services that are responsive to the needs of the citizens of the state and the nation.

The USM fulfills its mission through the effective and efficient management of its resources and the focused missions and activities of each of its component institutions.

Vision

The vision of the University System of Maryland is to be a preeminent system of public higher education, admired around the world for its leadership in promoting and supporting education at all levels, fostering the discovery and dissemination of knowledge for the benefit of the state and nation, and instilling in all members of its community a respect for learning, diversity, and service to others.

Priorities

Educational Opportunities

The ability of the State of Maryland and nation to compete in the global economy is directly tied to the education level of our citizens. Highly ranked universities and programs, outstanding faculty and staff, and innovative academic models are all hallmarks of USM. Providing high quality and affordable academic programs, and increasing student retention and completion rates, are among the system's top priorities. USM offers hundreds of undergraduate, graduate, professional, and certificate programs. Furthermore, USM's William E. Kirwan Center for Academic Innovation is researching, developing, and implementing strategies and practices to help increase students' academic success.

Economic and Workforce Development

USM plays a major role in the state's and the region's economic and workforce development by helping to address critical workforce shortage areas, especially those related to STEM. USM institutions award 80 percent of Maryland's STEM degrees annually. The system also encourages a culture of innovation, supports entrepreneurship, and advances commercialization and technology transfer, facilitating the launch of more than 800 companies since 2011. The USM Workforce Development Initiative—a 3-year, \$33 million partnership with the state to meet workforce shortages—seeks to enhance USM's impact with an additional 3,000 new high-demand credentials per year, focusing on cybersecurity, healthcare, autonomous technology, robotics, artificial intelligence, and other critical and emerging fields.

Research

USM faculty and staff continue to fuel research and discovery, attracting more than \$1.4 billion in external grants and contracts annually. USM research is advancing understanding and practice in many areas, including bioinformatics, cybersecurity, environmental science, food

science, photonics, the social sciences, and vaccine development. Considered as a single entity, USM ranks 9th in federal R&D funding nationally. In 2017, patents issued hit a USM record of 92. In 2018, licensing income rose by more than 130 percent from 2017 to more than \$5.6 million.

Service

Each year USM students, staff, and faculty contribute millions of hours of service to the community through cultural programs, legal and medical clinics, partnerships with public schools and the business community, and other initiatives. Specific examples of the many impactful service initiatives across USM institutions include: the work of our two Land Grant institutions—UMCP and UMES—in support of agriculture and aquaculture production, watershed preservation, food safety and nutrition, urban agriculture, and more; the work of UMB's School of Nursing to provide primary and preventive health care services to Marylanders in geographically underserved communities and uninsured individuals across the state through the Governor's Wellmobile initiative; and TU's and UMBC's partnerships with schools in Baltimore City to inspire and prepare students for STEM education.

USM Facts (for FY 2019 unless noted otherwise)

Undergraduate Students: 135,126 statewide
Graduate/Professional Students: 41,297 statewide
Full-time Faculty: 8,899
Part-time Faculty: 7,689
Staff (various categories): 23,314
Facilities: 100 sites
Buildings: Nearly 1,000, including 20 libraries; 42 million square feet of space
Five-year Capital Improvement Budget: over \$1.62 billion
FY 2020 Operating Budget: \$6.04 billion

USM Institutions

Bowie State University (BSU) provides emerging leaders with a strong foundation for success. As the oldest historically black institution in Maryland, BSU has a rich history of excellence in education that empowers students from diverse backgrounds to take charge of their future. In addition to its 22 undergraduate majors, Bowie State offers 35 master's, doctoral, and advanced certification programs with specific focus on science, technology, business, education and related disciplines. The campus is located in the midst of one of the nation's most exciting metropolitan areas, within easy reach of Washington, DC, Baltimore, and Annapolis.

Coppin State University (CSU), a historically black institution in a dynamic urban setting, serves a multi-generational student population and provides education opportunities while promoting lifelong learning. Located in the City of Baltimore, Coppin offers 53 majors, nine graduate degree programs, several certificate programs, and a micro-credentialing badging program. Coppin's most recent advanced academic offering is the Doctor of Nurse Practice (DNP) program, which continues the university's long tradition of training dedicated and

committed health care professionals. The university's state-of-the-art Science and Technology Center houses sciences programs, and provides a technology-based learning environment anchored in west Baltimore.

Frostburg State University (FSU) is a comprehensive, student-centered institution dedicated to providing a quality education that leads to real-world success. More than 100 innovative programs are offered at the undergraduate, master's, and doctoral levels at the Western Maryland campus, at sites around Maryland, and online. Frostburg has been recognized as a College of Distinction, a Military Friendly School, and as a member of the President's Honor Roll for Service. Frostburg State University is one university—with a world of experiences. Frostburg students receive personal attention from excellent professors and have opportunities for prestigious internships, exciting research with faculty, service-learning and study abroad.

Salisbury University (SU) is a comprehensive institution located on Maryland's historic Eastern Shore offering excellent, affordable education in undergraduate liberal arts, sciences, business, nursing, health sciences, social work, and education as well as applied master's and doctoral programs. Over the last 15 years, SU has grown in size, become a top producer of Fulbright faculty and students, and been designated by the National Science Foundation as a center for undergraduate research. Consistently ranked one of the nation's best in quality and value by U.S. News & World Report, The Princeton Review, and others, Salisbury University is a Maryland University of National Distinction.

Towson University (TU) is recognized as a top regional public university with a 150-year history of academic excellence, world-changing research and discovery. As Greater Baltimore's largest and Maryland's fastest-growing university, TU's momentum is strong with more than 22,900 students and more than 100 bachelors, master's and doctoral degree programs in the liberal arts, sciences and applied professional fields. With a deep commitment to equity and inclusion, TU is one of only a handful of institutions in the nation where graduation and retention rates are the same for all students. TU is a community engaged anchor that partners with hundreds of organizations in the region to fuel positive change in communities.

The University of Baltimore (UB) is located in Baltimore's Mount Vernon cultural district and offers career-focused education for aspiring and current professionals. The university is actively involved with its surrounding communities through its legal clinics and its centers, including the Schaefer Center for Public Policy; the Sayra and Neil Meyerhoff Center for Families, Children, and the Courts; the Center for Entrepreneurship and Innovation; and The Bob Parsons Veterans Center. Each of its four schools—the Merrick School of Business, the Yale Gordon College of Arts and Sciences, the College of Public Affairs, and the School of Law—plays vital roles in the progress of the city and of the state.

The University of Maryland, Baltimore (UMB) is the state's only health, law, and human services university and features six nationally ranked professional schools — medicine, law, dentistry, pharmacy, nursing, and social work — and an interdisciplinary graduate school. UMB is a leading academic health center, combining cutting-edge biomedical research and exceptional clinical care. The university attracted a record-setting \$667.4 million in grants and contracts last year and its faculty are among the nation's most productive researchers. The University of Maryland BioPark, Baltimore's biggest biotechnology cluster, fuels the

commercialization of new drugs, diagnostics, and devices, giving more than 1,000 research scientists and entrepreneurs the space to create and collaborate.

The University of Maryland, Baltimore County (UMBC) is a leading public research university known for innovative teaching, relevant research across disciplines, and a supportive community that empowers and inspires inquisitive minds. UMBC serves 14,000 undergraduate and graduate students, and is one of the country's most inclusive education communities. U.S. News & World Report has named UMBC a national leader in both innovation and undergraduate teaching, and has recognized UMBC's graduate programs as among the nation's best. More than 130 companies are located at the bwtech@UMBC Research and Technology Park, which is also home to Maryland's first cyber incubator.

The University of Maryland, College Park (UMCP) is USM's flagship institution and a preeminent public research university home to more than 41,000 students and 14,000 faculty and staff. The only public research university inside the Washington, D.C., Beltway, UMCP's strategic partnerships with national institutions uniquely position the university to provide unparalleled opportunities for faculty and students. UMCP provides countless out-of-classroom opportunities, over 25 living-learning environments, and more than 400 study abroad programs to empower students to make a global impact. The university's "Do Good" Institute—a campus-wide hub of social innovation and entrepreneurship—has established UMCP as a global leader in advancing social change, philanthropy and nonprofit leadership.

The University of Maryland Eastern Shore (UMES) is both a Historically Black Institution and a Land-Grant University. UMES offers bachelor's degrees in 37 areas, spanning physical and biological sciences, social and behavioral sciences, engineering, education, mathematics, information technology, humanities, and golf management. Cybersecurity and pharmaceutical sciences are among the 15 master's degree programs in UMES' graduate school, which also offers eight doctoral degrees. UMES provides individuals, including first generation college students, access to a holistic learning environment that fosters multicultural diversity, academic success, and intellectual and social growth. UMES has been recognized for its focus on developing programs to serve critical workforce needs.

University of Maryland Global Campus (UMGC) offers open access with a global footprint and a specific mission: to meet the higher education needs of adult learners whose responsibilities may include jobs, family, and military service. UMGC offers bachelor's and master's degrees, a doctoral program, and certificate programs online and at more than 20 locations in the Washington, D.C., metropolitan area. Offerings include award-winning online programs in high demand disciplines such as biotechnology, cybersecurity, data analytics, business, and information technology. For more than 70 years, UMGC has also served the educational needs of the U.S. military around the world.

The University of Maryland Center for Environmental Science (UMCES) is a leading research and educational institution working to understand and manage the world's resources. Through its network of four regional laboratories—the Chesapeake Biological Laboratory in Solomons, Appalachian Laboratory in Frostburg, Horn Point Laboratory in Cambridge, and Institute of Marine and Environmental Technology in Baltimore — UMCES provides sound advice to help state and national leaders manage the environment and prepares future scientists to meet the global challenges of the 21st century. A trusted scientific advisor to state and

national leaders, UMCES provides unbiased research to inform public policy that impacts the lives of Marylanders.

The Universities at Shady Grove (USG) offers nearly 80 undergraduate and graduate degree programs from nine Maryland public universities on one convenient campus in Montgomery County. USG helps prepare students for rewarding careers in the region's most high-demand fields. Students who successfully complete their coursework on the USG campus graduate with a degree from one of its nine partner universities. Through on-campus services such as academic coaching, career advising, leadership training, and more, students leave the USG campus with the academic skills and real-world experiences needed for successful careers. USG will open its fourth educational building this fall, a state-of-the-art Biomedical Sciences and Engineering facility.

University System of Maryland at Hagerstown (USMH) offers more than 20 programs of study from six USM institutions. USMH has grown steadily since opening in 2005 and continues to initiate new undergraduate and graduate programs in response to area workforce demand and student interest. USMH is partnering with local developers to create space for a Hospitality and Tourism Management program offered by the University of Maryland Eastern Shore (UMES). Responding to the exceptional need for healthcare professionals in the region, USMH partnered with Frostburg State University and the University of Maryland, Baltimore to offer a physician assistant program.

University System of Maryland at Southern Maryland (USMSM) focuses on providing highly developed and comprehensive academic and professional development educational opportunities at the graduate and upper undergraduate level to a workforce of knowledge workers engaged in technology, teaching, management, health, and other professional services. USMSM also facilitates the advancement and growth of the U.S. Naval Air Station at Patuxent River through partnerships with nationally ranked universities providing high technology and management academic programs facilitating the creation of a new national high technology center of excellence in multiple naval aviation specializations.

USM Governance

Board of Regents

A 21-member Board of Regents, including two full-time students, governs the University System of Maryland. Appointed primarily by the governor, the regents oversee the system's academic, administrative, and financial operations; formulate policy; oversee strategic planning; and appoint the USM Chancellor and the Presidents of the system's 12 institutions. With the exception of the students and the ex-officio members, each regent is appointed for a term of five years, and may not serve more than two consecutive terms. The student regents are appointed for two-year terms, and may be reappointed. Regents serve on the board without compensation. The Board of Regents conducts much of its work through the following committees:

- Advancement
- Audit

- Education Policy and Student Life
- Economic Development and Technology Commercialization
- Finance
- Organization and Compensation

The Board of Regents also establishes workgroups or task forces to address emerging or trending issues. Recent examples include the Intercollegiate Athletics, UMUC, and Efficiency & Effectiveness 2.0 workgroups.

The principal expectations and responsibilities of the Board of Regents are to:

- Convey a thorough understanding of the purpose and responsibilities of higher education in all its forms and the external forces impacting it.
- Approve and adopt a system-wide strategic plan.
- Approve institutional mission statements.
- Develop overarching policies, priorities and practices that ensure maximum ROI for the state's investment in higher education.
- Ensure alignment of system goals with the state's needs.
- Maintain external support and trust by demonstrating and demanding the highest standards of quality, honesty, integrity and accountability.
- Actively advocate for higher education.
- Appoint a highly effective Chancellor and presidents; delegate broad authorities to them but maintain a rigorous system of evaluation and accountability.
- Work with state officials and others to establish an annual budget

USM System Office

The USM office, headquartered in Baltimore with locations in Adelphi, Annapolis, and Columbia, serves as staff to the Board of Regents and facilitates systemwide policies and initiatives. Under the leadership of the Chancellor, system office staff members advocate on behalf of the 12 USM institutions and three regional higher education centers and facilitate collaboration and efficiencies among the institutions.

Also at the Adelphi location are the offices of the University System of Maryland Foundation. A not-for-profit corporation separate from the USM, the foundation oversees investments of an endowment and other assets totaling more than \$1.5 billion. The USM office distinguishes itself as one of the leanest such operations in the country. Of the entire USM budget, well below one percent goes to administrative costs at the System Office. That places the USM Office 3rd in efficiency out of 30 such systems in the country.

Maryland Higher Education Commission

The University System of Maryland and its institutions are also accountable to the Maryland Higher Education Commission (MHEC), which is the state's higher education coordinating board responsible for establishing statewide policies for Maryland public and private colleges and universities and for-profit career schools. The Commission reviews and approves the start-up and continuation of new colleges and universities in Maryland, as well as requests for new academic programs at established schools. In 1991, State funding was extended to community colleges and to eligible independent colleges and universities.

USM Chancellor

The Chancellor is the Chief Executive Officer of the University System of Maryland and the Chief of Staff to the Board of Regents. The Chancellor has broad responsibilities, including:

- Advising the Board of Regents on System-wide policy.
- Conducting System-wide planning.
- Coordinating and arbitrating among the institutions and centers of the University.
- Assisting the institutions in achieving performance goals in accordance with their adopted performance accountability plans.
- Providing technical assistance to institutions and centers such as legal and financial services.
- Performing the duties the Board of Regents assigns and sees that the policies of the Board of Regents are carried out.

In the role of Chief of Staff to the Board of Regents, the Chancellor must serve the needs of the Board by being a totally trusted source for process and information that enables the Regents to make informed decisions.

The Chancellor is responsible for providing transformative leadership, focus, and strategic vision as Chief Executive Officer of the System. In conjunction with, and at the direction of the Board of Regents, the Chancellor is expected to develop and implement strategic plans and directions for quality growth of the System and its component institutions, including plans that foster collaboration with other universities and partnerships with companies for the advancement of public higher education and research activities in Maryland.

Within the System Office, the following positions currently report directly to the Chancellor:

- Chancellor's Chief of Staff
- Director of Internal Audit
- Vice Chancellor for Administration and Finance
- Senior Vice Chancellor for Academic and Student Affairs

- Vice Chancellor for Advancement and President/CEO of the USM Foundation
- Vice Chancellor for Communications and Marketing
- Vice Chancellor for Economic Development
- Vice Chancellor for Government Relations
- Vice Chancellor for Environmental Sustainability

The Chancellor provides visionary leadership and teambuilding for each component institution. It is important that the Chancellor brings a record of effectiveness in political and governmental arenas to foster ongoing support and resources to meet the goals and objectives of the USM and its component institutions. The Chancellor is expected to work tirelessly to advance the USM on its pathway to excellence, and to embrace the Board of Regents' broad-based strategic priorities.

As the CEO of the System, the Chancellor is the primary interface between the Board of Regents and the Presidents, ensuring Presidents are responsive to Board policies and priorities and the Board is informed about Presidents' needs and issues. The Chancellor promotes and ensures a collaborative working relationship between the system institutions. The Presidents report directly to the Chancellor, who conducts comprehensive performance evaluations of each institution's leader semi-annually, and more often as appropriate. Accordingly, the Chancellor is the primary source for the Board's evaluation of the Presidents.

The Chancellor also conducts the searches for new presidents and recommends candidates for the Board's consideration for selection.

Within this relationship, the Presidents serve as the CEOs of their institutions with a high degree of delegated authority, and work to advance the quality and impact of their institutions within the mission approved by the Board. The Presidents are also expected to work as part of a team to advance the Board and System agenda.

Leadership Priorities

The next Chancellor of the University System of Maryland will have a complicated mix of strategic, administrative, financial, and advocacy responsibilities. Beyond the day-to-day duties of managing the system, the next Chancellor will want to put a particular emphasis on the following priorities:

Ensure the State of Maryland's continued support for—and investment in—the University System of Maryland

In recent years, the majority of U.S. states have been reducing (or keeping flat) their appropriations for higher education. Maryland, on the other hand, has consistently demonstrated through its appropriations year after year that higher education is a top priority. The state has acknowledged that the USM is a key driver of Maryland's economic development. The university system continuously aligns its academic programs with the state's workforce

needs and is increasing activities in the areas of technology transfer and commercialization to help boost the state's economic growth and opportunities.

While this partnership between state government and higher education is robust, recent changes in leadership among top public officials will require the new Chancellor to further bolster this relationship. As the principal champion of the USM's cause with public officials, the next Chancellor must build strong relationships with key elected officials - especially the Governor and legislature – in order to convey the USM's "value add" that ensures the state's continued investment in the USM mission.

The Chancellor must aggressively reach out to key leaders in the legislature, local government, the corporate sector, and the civic sector to personally convey a high level of enthusiasm and confidence for the system and its universities. Beyond the building of personal relationships, the Chancellor must identify areas where the USM can be aligned to support the priorities of state and local government – as an example building more synergies between Maryland's K-12 and community college needs.

Sustain and grow the University System of Maryland's reputation as a national pacesetter in public higher education

The University System of Maryland has deservedly gained the enviable reputation as a highly progressive role model for how public higher education should be organized, funded and delivered. The USM Chancellor, Presidents, and other senior leaders are frequently sought out for their opinions on higher education issues and emerging opportunities. The next USM Chancellor must bring a leadership style and strategic agenda that will warrant the USM's continued prominence and respect. The Chancellor will be expected to seek out new areas that leverage the strengths of each campus and forge an even stronger system – this includes exploiting further opportunities for academic, financial and programmatic synergies between the USM campuses in order to gain further efficiencies and optimize the delivery of academic programs to USM students.

The Chancellor will serve as the champion of higher educational transformation and model entrepreneurial behavior to facilitate the identification of new areas of opportunity for the USM and foster the organizational, cultural, and behavioral changes necessary to realize such change. This agenda should ideally include further exploring USM's opportunities in global engagement and the value that internationalization brings to USM's students and their communities.

Intensify USM's efforts to ensure that Maryland is a national leader in quality, access, affordability, completion, and diversity/inclusion.

Public support for the USM will be influenced by the system's continued successes in areas that are challenging other states and universities. The USM has become a national model for its successes in:

- Advancing the quality of its institutions while setting a national standard for maintaining the affordability of its programs;

- Aggressively working to overcome disparities in student achievement while maintaining high academic standards;
- Supporting college completion, especially for low-income and underrepresented populations.

These must be continued priorities for the next Chancellor, who will need to work closely with each USM institution to ensure that each has individualized plans in place to push for progress in these areas. At the same time, the USM should be sensitive to variations in the enrollment trends on its campuses, and work to ensure that system and campus strategies are in place to address current and future shortfalls in enrollment, retention, and graduation rates.

Finally, the next Chancellor should be seeking new initiatives for the USM to undertake that address emerging issues in higher education in Maryland. For example, the state is currently going through major demographic shifts, with an increasing number of Latino residents whose needs for higher education will be critical to that population's and the state's economic and social well-being. In a related area, the USM proudly hosts three historically black universities. The new Chancellor should explore ways in which these unique institutions can be better positioned to enhance the educational and economic well-being of Maryland's communities.

Serve as a thoughtful steward of USM's resources

The value of higher education is encountering increasing skepticism across the country, as the public is becoming wary of the cost of education and more focused on the return that parents and students get for their tax dollars and tuition checks supporting colleges and universities. The University System of Maryland has historically been a national leader in accountability and fiscal prudence. The Board of Regents was heralded for developing and implementing its Effectiveness and Efficiency (E&E) initiative, which has saved more than \$600 million to date. These efforts have contributed to favorable debt ratings from bond-rating agencies, including a rating of Aa1 from Moody's Investors Services, making USM one of only 21 public higher education institutions to earn one of Moody's top two ratings. The new Chancellor is a primary interface between the System and the legislature and must make it clear from the outset that the USM will continue to be effective and efficient in its delivery of education.

Personally engage in identifying and securing new sources of philanthropic support

While supporting, encouraging, and building System relationships with current donors, the next Chancellor must also be engaged in *building* new resources. While student tuition and the state's appropriations comprise a large part of the USM budget, there will be continued downward pressures on both of these revenue sources. Private philanthropy will be increasingly important to secure as supplemental resources to serve the USM mission. While each USM institution has effective advancement and fundraising resources and programs, the Chancellor serves a prominent role in personally building relationships that facilitate philanthropic investment at both the campus and system levels. The Chancellor, in partnership with the Board and Staff of the University System of Maryland Foundation, will work to attract broad resources that transform the USM and its institutions, create a network of advocates to embrace the USM's role as an educator and economic engine, and to grow a long-term, sustainable culture of philanthropy across the University System of Maryland.

Attract and retain outstanding leadership talent

One of the core strengths of the University System of Maryland is its leadership at both the campus and system levels. The component institutions are served by a diverse mix of high performing leaders, each of whom brings a style compatible to their respective campus or system entity. As the CEO of the system, the Chancellor must continue to build, nurture, and support exceptional leaders (especially those Presidents and senior executives reporting directly to the Chancellor). Of particular note, there are several relatively new USM presidents and two current presidential vacancies. As such, the USM Chancellor will be drawn on to effectively mentor and develop these new leaders following their appointment.

Organize and lead a comprehensive and inclusive strategic planning process

A framework for more formally accentuating the priorities highlighted above will be the development and implementation of the USM's next strategic plan. The current plan, "The USM Through 2020 – A Renewed Vision for Powering Maryland Forward" was initiated in 2010 and refreshed several times since then. The next Chancellor will have the opportunity to lead a collaborative and inclusive process to develop a new roadmap guiding USM's focus and resources.

Preferred Qualifications and Qualities

The University System of Maryland seeks a leader who ideally presents most if not all of the following *professional and academic qualifications*:

- Solid academic credentials, preferably a doctorate or equivalent terminal degree, and a record of significant accomplishments. A candidate without an equivalent terminal degree but with extensive and successful executive-level experience leading a complex public or private organization will be considered if she or he demonstrates the qualities expected of any applicant: a deep-rooted understanding of and appreciation for the freedoms, responsibilities, and independence of the academy and a thorough command of the forces and issues shaping the national higher educational landscape.
- Experience working within the higher education sectors comprising the USM's campus profiles – research universities, regional comprehensives, and HBCUs.
- A personal appreciation for – and commitment to – the USM's longstanding culture of shared governance, where the opinions of faculty, staff, and students are sought out and considered in system and campus decisions. By policy, the Chancellor works closely with the four councils: Council of University System Presidents (CUSP); Council of University System Faculty (CUSF); Council of University System Staff (CUSS); University System of Maryland Student Council (USMSC),
- Governance and Board experience gained as a community/corporate board director, board chair, commissioner, governmental appointee, or a similar leadership role. Skills necessary

to counsel and advise the Board of Regents with respect to the policies, purposes, and goals of the USM.

- An outstanding reputation for executive-level leadership with the documented ability to lead change and growth, along with a clear understanding of the financial sophistication required to manage a financially complex institution (including the expertise to oversee the preparation of the annual operating budgets for the USM and its component institutions and oversee the budget preparation and submission to the governor).
- Extraordinarily effective advocacy skills. The Chancellor represents and articulates the USM's academic, administrative, and developmental policies, needs, and concerns to the general public and constituencies at the community, state, regional, and national levels. As the face and voice of the USM, the Chancellor will be called on regularly to speak compellingly on behalf of the system and its campuses and must have fully developed communications and messaging skills, including the ability to interact regularly and effectively with the media.
- Proven ability to develop, advance, and fortify alliances with business, industry, government, academia (K-12 and community colleges), and community groups. The Chancellor is expected to ensure that the USM is a leader in regional economic development, directing the establishment of opportunities to foster mutually beneficial local and state-wide community relations.
- A keen understanding of the governmental process, with skills and political savvy to ensure that legislative goals on the state and federal levels are identified and met.
- The ability to balance the oversight of USM components, functioning as a leader and mentor to the Presidents, and ensuring that the system staff is fully attentive to the needs of each institution. The instincts and commitment to building a workplace culture that attracts and retains the best talent.
- A working appreciation for information technology and social media, and the potential for these platforms to enable innovations in teaching and learning.
- Personal experience in successfully leading people and organizations through change.

The University System of Maryland seeks a leader who ideally presents most if not all of the following personal *qualities*:

- A personal philosophy and moral compass representing the highest standard of ethics, honesty, and integrity—and who will lead others by the same example.
- A natural interest in students and their well-being, and in sharing in their academic and co-curricular activities.
- A leadership style that is transparent, forthright, and approachable, and engenders confidence and trust through seeking consensus.

- Relationship building skills that reflect a genuine interest in others and that seek ways to achieve mutual goals.
- Communications skills that include reflective listening and the ability to speak forcefully and effectively in both formal and spontaneous settings.
- A compelling and energetic personality with a demonstrated history of strategizing, setting appropriate and reasonable goals, and achieving those objectives with personal integrity and through establishing a culture of accountability.
- High energy and demonstrated leadership capacity to shape, articulate, lead, and implement the purposeful, engaging, and dynamic mission of the USM in the twenty-first century.
- A genuine passion for higher education – especially public higher education - and its role in transforming individuals and communities, along with a deep respect for academic faculty and staff for their contributions to the academy's mission.
- A leadership style that conveys wisdom and intelligence, and engenders broad-based respect that inspires institutional accountability, efficiency, fiscal responsibility, and the ethical and effective performance of all leaders within the USM.
- The ability to understand and recognize the important role the Presidents and their leadership teams play in the overall success of the USM – and the capacity to step back at times to encourage the Presidents and their campuses to take the lead.
- Keen appreciation for the rich diversity of USM and its campuses and a demonstrated commitment to a diverse faculty, staff, and student population, encouraging cultural diversity and a culture of inclusion throughout the system and the communities it serves.
- A high degree of self-confidence combined with humility and selflessness, with the ability to let others take the limelight and attention as appropriate to the occasion.
- The instincts and courage to challenge the status quo and motivate people and organizations to excel and innovate.

Procedure for Candidacy

Nominations, expressions of interest, and applications are invited. Interested individuals should provide a letter describing their interest in and qualifications for the position and a current CV. This material should be sent via email to the university system's consultants at MarylandChancellor@wittkieffer.com.

This search will be conducted with respect for candidate confidentiality. To receive full consideration, applications should be received by October 1, 2019. The Search Committee will host interviews in mid-October and the intent of the Board of Regents is to finalize and announce an appointment by the end of 2019.

Confidential inquiries and questions concerning this search may be sent by email to MarylandChancellor@wittkieffer.com or directed to John K. Thornburgh at (412) 209-2666 or Robin Mamlet at (610) 544-3474.

The USM is an equal opportunity employer as to race, color, religion, age, sex, sexual orientation, gender identity, national origin, marital status, pregnancy, veteran status, disability and other legally protected characteristics. Applicants may be asked to present documentation required by the 1986 Immigration Act, including identity, U.S. citizenship or alien status, and U.S. work authorization.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University System of Maryland documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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