



**Executive Director and Associate Vice Chancellor
The Universities at Shady Grove
Rockville, MD**

THE SEARCH

The University System of Maryland (USM) invites applications for the position of Executive Director and Associate Vice Chancellor (“Executive Director” or “ED”) of The Universities at Shady Grove (USG). USG seeks a visionary and collaborative leader who will strengthen programmatic relationships across Montgomery County and the region as well as contribute to the cultural and socioeconomic vitality of the region and state in ways large and small. The Executive Director will work closely with USM, with the partner institutions of the System, and with major public and private partners in the region, to sustain and expand this critical educational, scholarly, and economic resource for the future.

USG is one of three Regional Higher Education Centers (RHEC’s) of USM, and the largest in the state in terms of its student enrollment, budget, diversity of offerings, and physical infrastructure. Its distinctive framework of academic partnerships fosters unique collaborations between and among participating USM institutions, in concert with major area industries and state and federal partners. USG is home to more than 3,000 students (1,991 undergraduate and 1,044 graduate students in Fall 2019). Since its establishment in 2000, nearly 12,000 students have received a bachelors or graduate degree through programs offered on the USG campus by its partner institutions. Community College transfer students who enroll in programs offered at USG achieve one of the highest graduation rates in the state, comparable only to the University of Maryland, College Park in their rate of degree completion within four years of transfer. USG students are very diverse, live and work in the region, and approximately 50% are the first in their families to attend college. This helps make USG a critical driver of socioeconomic mobility and an essential workforce development engine in the most economically important county in the state of Maryland.

USM seeks a strategic, practice-oriented Executive Director for USG, who will lead with the vision, skills, and experience necessary to help advance the Center’s unique education, research, and community service missions. They will be responsible for planning and promoting the strategic direction and development of the Center and its array of academic and professional training opportunities, workforce development activities, outreach programs, and conferencing services. The Executive Director will oversee and direct all of USG’s administrative operations in close collaboration with the System, partnering with four-year institutions, local community colleges, school districts, and regional businesses, government agencies, and stakeholder groups. The Executive Director will represent USG to local, state, national, and international officials; advocate on the Center’s behalf within the University System and with state officials in Annapolis; and, in appropriate collaboration with partner institutions, oversee fundraising and advancement activities on behalf of USG. They will ensure coordination with key internal and external components of the Center, including its internal governing and academic planning councils and its external Board of Advisors (BoA).

The Executive Director reports to the Chancellor of the USM or his designee(s) with a secondary reporting line for administrative purposes to the Provost of the University of Maryland, College Park, the administrative campus for USG.

THE UNIVERSITIES AT SHADY GROVE

The Universities at Shady Grove was established in 2000 with a mission to support and expand pathways to affordable, high-quality public higher education that meet the distinctive needs of the region and are designed to support workforce and economic development in the state through partnerships and collaborations with academic, business, public sector and community organizations that promote student success, high academic achievement, and professional advancement. Since then, USG has recruited and helped launch over 80 programs from its nine university partners, representing a wider variety of affordable, high-quality workforce-oriented programs than any single USM institution with similar resources. Students apply directly to the university offering their chosen major while the professors, curriculum, and degree are provided by the partner institution, but students at the USG campus benefit from small class sizes, special scholarship opportunities, and an array of customized on-site services and student life programming—leading to a more personalized, cost-effective, and time-saving path to degree completion.

One of USG’s strategic imperatives is to reflect and support the economic development of Montgomery County and the surrounding region. As well as being an economic engine for the state, Montgomery County is the state’s most populous county and, increasingly, one of its most diverse. With the most educated workforce in Maryland, the county houses within its borders the largest collection of health, bioscience, and information technology companies in the state, including MedImmune, Lockheed-Martin, and Hughes Network Systems. Montgomery County is also home to nine of the state’s ten federal agencies engaged in advanced research and development. This is the greatest concentration of such agencies in any state, and includes the National Institutes of Health (NIH), the world’s largest funder of basic life science research; the National Institute of Standards and Technology (NIST); the Food and Drug Administration (FDA); National Oceanic and Atmospheric Administration (NOAA); and the Department of Energy (DoE). Federal R&D programs are also expanding dramatically at Fort Detrick, home to the U.S. Army’s Medical Research and Materiel Command (USAMRMC), stimulating even further development along the I-270 science and technology corridor. The larger “National Capital Region,” which includes Montgomery and Frederick Counties, will experience unprecedented growth and an increased need for trained scientists, research support staff, and other highly skilled knowledge workers in the coming decade. Thus, science, technology, engineering, mathematics, and medical sciences (STEMM)-related industries are and will continue to be an increasingly critical component of the workforce needs of the greater region, served by an ever-expanding diversity of programs at USG.

In addition, Montgomery County has focused on the growth of health and biosciences as a strategic economic development priority. The county’s Biosciences Strategic Plan and the establishment of the Great Seneca Science Corridor, which includes the USG campus, are important components of this effort. USG has participated actively in these decisions and has planned for the future growth of its campus in Montgomery County to support these strategic interests. With the establishment of the National Cybersecurity Center of Excellence (NCCoE), Montgomery County and the state have designated cybersecurity for the non-defense industry as the second cluster for economic development. Among many others, some key USM initiatives to support expanded R&D and STEMM-related opportunities in the county include the following:

- **Institute for Bioscience and Biotechnology Research (IBBR).** Located on the USG campus, IBBR is a collaboration between UMCP, the University of Maryland, Baltimore (UMB), and NIST.

Within its state-of-the-art, 230,000 gross square-foot research facility, IBBR uses a multi-institutional, cross-disciplinary team approach to advance and leverage scientific discovery focused on translating scientific breakthroughs in biosciences and technology into real-world, market-ready solutions and initiatives (see <https://www.ibbr.umd.edu>). Increasingly, IBBR will serve as a training center for undergraduate, graduate, and postdoctoral students who will be supported through these research and regional collaborations.

- **National Cybersecurity Center of Excellence (NCCoE).** Proximate to IBBR (just across from the USM's Shady Grove campus) is the NCCoE, a public-private collaboration designed to accelerate the widespread adoption of integrated cybersecurity tools and technologies. Established by the state of Maryland and Montgomery County in 2012, the NCCoE seeks to bring together information security experts from industry, government, and academia to help businesses secure their data and digital infrastructure. It has become a leader in cyber threat detection, analysis, and deterrence. Supporting the NCCoE and also adjacent to the USG campus is the nation's first Federally-Funded Research and Development Center (FFRDC) focused specifically on enhancing cybersecurity and protecting the nation's information systems. Established by the U.S. Department of Commerce in 2014, the FFRDC is administered by MITRE Corporation in close collaboration with its USM partners UMCP and UMBC.
- **Biomedical Sciences and Engineering Education Facility (BSE):** A critical USG focus is expanding the production of workforce-oriented degrees in STEMM that will serve as a foundation for economic growth and development in the vital Montgomery County region and across the state of Maryland. The opening of the six-level, 222,000 square-foot BSE at USG was a critical component in this effort. It will expand the capacity of the USG in Montgomery County to meet important workforce and regional economic development needs in STEMM, including those in engineering, computational/data sciences, cybersecurity, healthcare, and biotechnology. More than half of BSE's physical space will be dedicated to labs and maker spaces, but its facilities and classrooms are also uniquely flexible and designed to serve classes across disciplines.

In another nod to the social and economic impact of the institution, USG is developing a dedicated Innovation and Entrepreneurship Center at the BSE that will integrate its partner university curricula with the special capabilities of USG's employer and industry relations. The design work for this center is currently underway as USG engages the technology community in the region and the growing number of retired science and technology professionals coming out of federal laboratories and industry, along with serial entrepreneurs. All of them are eager to contribute to the education of the next generation of STEMM professionals.

For more information about the Universities at Shady Grove, please visit: <https://shadygrove.umd.edu/>

STUDENTS

USG serves three distinct full- and part-time student populations: undergraduate, graduate, and post-baccalaureate. Overall, the USG student population is diverse, reflecting the demographics and workforce characteristics of the county and the region. The demographics of USG also closely align with the student demographics of USG's feeder institutions, the Montgomery County Public Schools (MCPS) and Montgomery College (MC). Its undergraduate demographic composition is as follows: 28% Caucasian, 26% African American, 14% Asian, 24% Hispanic, and 8% other/multiple races. Graduate students comprise 39% Caucasian, 25% African American, 12% Asian, 11% Hispanic, and 13% other/multiple races.

The USG undergraduate population differs from the traditional residential college population in terms of

age, as the average age of USG students is 27 and the median age is 24, while at residential USM institutions, the median undergraduate student age is 21.5.

Approximately 69% of all undergraduate and graduate students reside in Montgomery County, 95% live in Maryland, and 96% permanently live in the District of Columbia-Maryland and Northern Virginia suburbs comprising the National Capital Region. Nearly 70% of undergraduates transferred to programs at USG from Montgomery College, and a majority of them attended Montgomery County Public Schools. Many undergraduates are the first in their families to attend college.

Data show that four-year graduation rates for students who follow the pathway from Maryland community colleges through USG are 20% higher than for community college students who transfer directly to the home campus of USM institutions. Based on the FY2015 cohort reported by USM in March 2019, the data showed those students who transferred to USG from a community college had a four-year graduation rate of 75%.

ROLE OF THE EXECUTIVE DIRECTOR AND ASSOCIATE VICE CHANCELLOR

The Executive Director is responsible for leading, developing, and implementing a collective vision for USG that aligns with the workforce and educational needs of Montgomery County and the region. They are responsible for ensuring that USG's vision is successfully implemented, leading the effective operation of USG and driving successful programmatic outcomes and working to ensure that the students who attend the programs offered at USG succeed, graduate, and are ready for careers and future academic pursuits. The Executive Director serves as the Chief Academic Program Officer at USG and works closely with the leadership of its nine partner institutions to identify the academic needs of the County, facilitate the creation of the requisite programs, and support successful programmatic outcomes for each of the partners:

- Bowie State University (BSU)
- Salisbury University (SU)
- Towson University (TU)
- University of Baltimore (UB);
- University of Maryland, Baltimore (UMB)
- University of Maryland, Baltimore County (UMBC)
- University of Maryland, College Park (UMCP)
- University of Maryland Eastern Shore (UMES)
- University of Maryland Global Campus (UMGC)

The Executive Director works hand-in-glove with these academic partners and an active and engaged Board of Advisors, which advises the Executive Director about the issues, needs, and interests of Montgomery County and the surrounding region. It includes representatives from the employer community, legislators, and county and educational leaders. The BoA is a formally constituted body established under the auspices of the University System of Maryland Board of Regents. Its members are appointed by the USM Chancellor upon recommendation from the BoA. Its principal responsibility is to represent broad community interests and to ensure that student, business, local and state government, and higher education needs are being addressed in the development of USG and its academic programming.

The Executive Director's immediate leadership team includes the Chief Strategy Officer, Chief Student Affairs Officer, Chief Operating Officer, Chief Advancement and Community Engagement Officer, and the Priddy Library Director.

CHALLENGES AND OPPORTUNITIES

Sustain and strengthen relationships between and among the University System of Maryland, USG's academic partners, and the Montgomery County community

USG represents a unique model of education delivery and external partnership in public higher education, and the Executive Director is a conduit between the direct needs of the broader Montgomery County community and the academic, pedagogical, and scholarly expertise of its partner institutions. In this capacity, the Executive Director plays the critical role in encouraging and streamlining communication across the public and private sectors in the county and with USM and its representative institutions, undergirding the mission of serving the state of Maryland and its citizens where they are and positively contributing to their socioeconomic opportunity and upward mobility. The Executive Director will place special emphasis on strengthening relations with academic partners to marshal resources and garner support for USG's continued operations and impact.

Expand enrollment and facilitate thoughtful programmatic growth

USG plans to expand existing onsite programs and bring new degree programs in STEMM fields to reach its projected capacity of 7,500 students over the next several years. These programs will be identified in consultation with the USG BoA, employer groups, through regional analyses of projected workforce needs, and in close collaboration with its academic partners. With increased support and an expansive mandate from the System, as well as the full backing of Montgomery County's business community, the Executive Director will engage all of the resources of USG in working with the academic partners to craft responsive, effective, and efficient systems to identify, attract, and support new students, not only through innovative programs but through increased student support activities and services and aggressive outreach and marketing.

Strengthen career and internship opportunities

A critical measure of USG success in supporting regional workforce needs is the preparation of work-ready graduates who exceed the expectations of regional employers. These skill sets—including working in inter-professional teams, problem solving and “thinking out of the box,” communication, and entrepreneurship—have been identified by employer stakeholders and others as critical to success in a global, talent-competitive workplace. Working closely with USG's BoA, regional employer groups, and academic partners, the Executive Director will place special emphasis on interdisciplinary coursework and learning and expanding internship and experiential learning opportunities across all curricula, building upon existing career-readiness programming for all levels of students.

Support Montgomery County economic and workforce development and technology commercialization capabilities at USG

With the enrichment of STEMM programs made possible through the BSE facility, USM and USG will enhance and expand academic/industry partnerships that are critical for creating opportunities for applied research, entrepreneurship, innovation, and company creation—all major drivers of economic growth and vitality in Montgomery County and across the state of Maryland. Montgomery County, USM, and USG are in early stages of planning to enhance company incubation and technology commercialization capabilities for emerging industries as part of USM's expansion in the region, specifically in cybersecurity and biomedical engineering, among other areas. The Executive Director will help to identify opportunities

and convene partners in the region to best leverage existing and proposed multi-institutional programming to help close the workforce gap, fuel commercial venture creation, and enhance applied research in Montgomery County.

Steward and grow the critical resources of USG—both material and human—in a thoughtful, efficient, and effective manner to ensure the long-term sustainability and strength of the enterprise

The Executive Director will work with USM, its academic partners, the legislature, and the community to identify and marshal resources to facilitate USG's growth and ensure that these resources are allocated wisely and efficiently and that the growth of the Center proceeds apace and in keeping with the ideals of the System and its constituent communities. As the Center expands physically, and as its activities grow in complexity, the Executive Director will seek new resources through philanthropic fundraising and community engagement to extend the Center's reach and support student services, facilities, and human resources. The Executive Director will rely upon a dedicated staff and will seek ways to retain them and further their personal and professional growth.

EXPERIENCE AND QUALIFICATIONS

No single candidate will possess in full every useful experience, but the search committee ideally seeks a person with the following qualifications:

- Demonstrated leadership experience in a complex, highly matrixed environment, with deft budgeting, team-building, and management skills and an ability to lead and synthesize different points of view into a unifying, strategic vision; demonstrated ability to develop and articulate a strategic vision for a complex organization and drive the implementation of that vision by aligning that organization's staff to do so in an effective, efficient, and equitable manner.
- A deep, demonstrated understanding of—and commitment to—the values and the mission of public higher education and that of USG, focusing on the needs and success for all students;
- Aptitude and experience interfacing with industry and building and navigating public/private partnerships spanning research, education, and workforce-related issues;
- A demonstrated understanding of the importance of transformative research, innovative pedagogy, and external economic engagement and impact coupled with a commitment to the needs and aspirations of all stakeholders;
- A devotion to the highest ethical standards, with personal and professional integrity above reproach;
- A collaborative, transparent, and inclusive leadership style and the ability to reach and connect with a diverse array of audiences;
- An abiding interest in the success, safety, and support of students from all backgrounds and a demonstrated commitment to their development and growth;
- A record of impact on creating a more diverse, equitable, and welcoming community; multi-cultural competence and a demonstrated awareness of, and sensitivity to, all people and the ability to foster and create a supportive climate for faculty, staff, and students;
- Political acumen, and a willingness and desire to engage with public and civic leadership at all levels; experience fostering successful town-gown relations and partnering with local and community leaders toward long-term goals and development;
- Exceptional oral and written communication skills and effective use of the broad range of media;

- An understanding of the critical and disruptive academic, political, and business forces facing higher education and the ability to implement successful strategies to address them;
- Proven success and appetite for fundraising; the ability to represent USG to a wide range of constituents;
- Demonstrated capability in inspiring and persuading diverse stakeholders to buy into the articulated vision and become partners in driving the enterprise forward.

TO APPLY:

Review of candidates will begin immediately and continue until an appointment is made. All inquiries, nominations, and applications (including—as separate documents—a cover letter, resume, and list of references) should be directed in confidence online:

Gale Merseeth, Partner
Vijay Saraswat, Managing Associate
Afi Tettey-Fio, Associate
Isaacson, Miller

www.imsearch.com/7449

The Universities at Shady Grove (USG), an equal opportunity/affirmative action employer complies with all applicable federal and state laws and regulations regarding nondiscrimination and affirmative action; all qualified applicants will receive consideration for employment, USG is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, sex, pregnancy, gender identity or expression, sexual orientation, marital status, age, national origin, political affiliation, physical or mental disability, religion, protected veteran status, genetic information, personal appearance, or any other legally protected status in all aspects of employment. USG is actively engaged in recruiting, hiring, and promoting underrepresented communities; minorities, women, individuals with disabilities, and veterans are encouraged to apply.