



## 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 University College  
University of Maryland Center for  
Environmental Science

### REGIONAL CENTERS

Universities at Shady Grove  
University System of Maryland  
at Hagerstown

## The Opportunity

The Board of Regents of the University System of Maryland (USM) invites nominations and applications for the position of Chancellor. Current Chancellor William E. “Brit” Kirwan is retiring after 12 years of exceptional leadership in this position.

The Chancellor is the Chief Executive Officer of the USM and the Chief of Staff for the Board of Regents and is responsible for the overarching leadership and management of the entire USM. The Presidents of the USM’s 12 institutions report directly to the Chancellor and together they 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.

Under Chancellor Kirwan’s leadership, the USM has received national recognition for several bold initiatives:

- USM’s Effectiveness & Efficiency (E&E) initiative—the systematic reengineering of administrative and academic processes to operate at lower cost while protecting quality—stands as a national model of higher education cost savings and cost avoidance.
- USM is a national leader in the Academic Transformation movement, uniting cutting-edge technology with innovative teaching and learning techniques, with the new Center for Academic Innovation coordinating and promoting our activities.
- With the strong and steady support of state leaders, the USM has led the nation in promoting affordability, with our state’s tuition level improving from the seventh-highest in the nation down to 26th.

The USM’s strategic plan is intended to continue this progress as it targets key priority areas:

- Enabling the State of Maryland to advance toward its goal of 55 percent college completion within its adult population by 2020.
- Enhancing Maryland’s competitiveness in the innovation economy, both through impactful research and development efforts and through robust workforce development efforts.
- Making progress toward closing the achievement gap for low-income, minority, first-generation, and non-traditional students.
- Establishing Maryland as a leader in sustainability with environmentally conscious policies, practices, and programs.
- Building a reputation for national and international eminence.

The USM comprises 12 institutions, two regional higher educational centers, and a system office. It serves more than 168,000 students worldwide with an operating budget of almost \$5 billion. By aligning its priorities with those of the State of Maryland, and working aggressively on the cost containment efforts embodied in E&E, the USM has established one of the nation’s most productive and fruitful relationships with leaders in state government. The new Chancellor will have ample opportunity to expand on this positive partnership for the benefit of both Maryland and the USM. Information about the USM is accessible through [www.usmd.edu](http://www.usmd.edu)

The USM Board of Regents is seeking in its next Chancellor a highly respected leader who will convey a keen enthusiasm for ensuring the continued success and national prominence of the system. This individual will be presented with 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 mix 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, two regional higher education centers, and a system office, the USM has a significant impact on the quality of life in Maryland, creating social and economic benefits for people throughout the state.

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 dual-degree 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 our state and nation to compete in the global economy is directly tied to the education level of our citizens. With a systemwide commitment to excellence, innovative academic models, expansive partnerships—both among USM institutions and between institutions and the private sector—and ongoing cost containment, the USM works to increase Maryland's college completion rate by providing access to hundreds of affordable undergraduate, graduate, and professional degree and certificate programs.

### *Innovation*

The USM encourages a culture of innovation and entrepreneurship among its students, faculty, and staff. Through various initiatives we are advancing commercialization and technology transfer. Notable among these efforts is University of Maryland: *MPowering the State*, a structured collaboration between the USM's two largest research institutions launched in 2012. This effort—which will be expanded to include additional institutions as it moves forward—leverages the resources of these two universities to serve students better; attract even more exceptional faculty and researchers; and boost research, technology transfer, and commercialization of intellectual property.

### *Economic and Workforce Development*

The USM works to ensure continued economic development and improvement in the quality of life for Maryland citizens. USM institutions advance the state's competitiveness by addressing critical workforce shortage areas especially in the disciplines of STEM (science, technology,

engineering, mathematics). At least two-thirds of the state's STEM degrees are awarded by USM institutions.

### *Research*

USM faculty and staff continue to advance research and discovery, attracting more than \$1.1 billion in external grants and contracts each of the last two years. USM research is advancing understanding in health care, energy, cybersecurity, and many other areas. A portion of these grants involve multiple campuses. For example, with funding from the Sloan Consortium, the USM launched the Maryland Undergraduate Cybersecurity Network, which unites five institutions in efforts to share courses, develop collaborative projects, and expand public-private partnerships.

### *Service*

Each year USM students, staff, and faculty contribute more than a million hours of service to the community through an assortment of cultural programs, legal and medical clinics, partnerships with public schools and the business community, and other initiatives.

### **USM Facts (for FY 2014 unless noted otherwise)**

Undergraduate Students: 111,141 statewide (125,816 worldwide)  
Graduate/Professional Students: 42,238 statewide (42,399 worldwide)  
Full-time Faculty: 8,697 Part-time Faculty: 6,165  
Staff (various categories): 20,000  
Facilities: 100 sites  
Buildings: Nearly 1,000, including 20 libraries  
Operating Budget: \$4.99 billion

## USM Institutions

**Bowie State University (BSU)** provides access to affordable, high-quality educational opportunities for culturally diverse students and empowers them to find new possibilities to take charge of their futures. Recognized as one of America's Top Colleges by *Forbes* magazine, Bowie State offers 42 bachelor's and master's degree programs, two doctoral programs, and 14 graduate and advanced study certificates, with a focus on computer science, information technology, business, health and natural sciences, and education. BSU's cyber security programs are recognized as a National Center for Academic Excellence in Information Assurance Education by the National Security Agency and the Department of Homeland Security. The suburban campus is conveniently located near Washington, D.C., Baltimore, and Annapolis.

**Coppin State University (CSU)**, a historically black institution, is an urban liberal arts campus anchored in northwest Baltimore. Founded in 1900, Coppin State offers 33 majors and 12 graduate degree programs with courses in nursing, business, teacher education, and science, technology, engineering, and mathematics (STEM). Coppin State provides flexible course schedules that include day, evening, weekend, and online classes. The university prepares students to be competitive in regional and global markets through its commitment to

excellence in teaching, research, and community engagement. Coppin State proudly produces analytical, socially responsible, lifelong learners. CSU has received national awards and recognition for its innovative use of technology services.

**Frostburg State University (FSU)** provides students with transformative experiences as part of their educational journey and meaningful activities outside the classroom. Through strong academics and experiential education as well as personal attention and guidance, FSU helps students find their best paths upon graduation and achieve professional success.

Frostburg has been recognized by Victory Media as a Military Friendly School and by the Colleges of Distinction organization; it has also earned a place on the President's Honor Roll for Service. Its online MBA and Bachelor of Science in Nursing programs are noted as "Best Buys" by GetEducated.com. FSU has also received accolades for its emphasis on sustainability, including the Award for Institutional Excellence in Climate Leadership from Second Nature, spots on *Sierra* magazine's "Coolest Schools" list, and inclusion in *The Princeton Review's Guide to 322 Green Colleges*.

**Salisbury University (SU)** is nationally recognized for academic excellence and offers a creative curriculum emphasizing undergraduate research, study abroad, professional internships, and community engagement. Located on the historic Eastern Shore, the beautiful 182-acre campus is home to more than 8,600 students from 33 states and 69 nations. All four of its schools are endowed, a rarity among public institutions. In fall 2011, the university opened Perdue Hall, a new home for SU's business school, and Sea Gull Square, a 230,000-square-foot residence-retail complex. Consistently ranked among the nation's best by *U.S. News & World Report* and *The Princeton Review*, Salisbury also is a *Kiplinger's Personal Finance* "Best Value" public college. Its competitive NCAA Division III athletic teams have earned 17 national championships.

**Towson University (TU)** is a large institution with a small-campus feel and is recognized among the nation's best regional public institutions for its excellent degree programs in fields that include communications, business, health care, education, fine arts, and the sciences. The Towson educational experience emphasizes service learning, civic engagement, and study abroad. Its interdisciplinary partnerships with public and private enterprises throughout Maryland provide students with opportunities for research, internships, and jobs.

The university is annually lauded by such prestigious publications as *U.S. News & World Report*, *The Princeton Review*, *Forbes*, and *Kiplinger's Personal Finance*, which in 2013 named TU one of 100 "best values in public colleges." Located eight miles north of Baltimore, Towson's beautiful, 328-acre campus offers easy access to a wealth of academic and community resources. Towson also offers courses online and at off-campus locations throughout Maryland, including Harford County.

**The University of Baltimore (UB)** is located in Baltimore's Mount Vernon cultural district and offers undergraduate, graduate, and professional programs in business, law, public affairs, and applied arts and sciences. 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; and the Center for Entrepreneurship and Innovation. 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. UB's enrollment growth has been matched by its physical enhancements, including its award-winning, sustainably designed law center and a revitalized home for its arts and sciences and public affairs departments. UB recently established a Finish4Free program which, starting in fall 2014, will cover tuition for a student's final semester if he/she graduates after eight full-time consecutive semesters (or within four years).

**The University of Maryland, Baltimore (UMB)** is the state's only health, law, and human services university and features a unique mix of professional schools, including schools of medicine, law, dentistry, pharmacy, nursing, and social work, as well as a graduate school. Established as the College of Medicine of Maryland in 1807, the university is the founding institution of the University System of Maryland. UMB offers an interdisciplinary approach and dedication to leadership and excellence in professional and graduate education, research, public service, and patient care, and confers nearly 60 percent of all professional practice degrees in the state. A major biomedical research institution, UMB's campus features the 12-acre University of Maryland BioPark, which includes 470,000 square feet of lab and office space dedicated to translational research centers and private biotechnology companies, the state-of-the-art Maryland Forensic Medical Center, as well as the \$200 million Maryland Proton Treatment Center, which opens in 2014. The BioPark's 25 commercial tenants employ more than 550 people, and 700 students train at the facility for biomedical careers.

**The University of Maryland, Baltimore County (UMBC)** balances a deep commitment to undergraduate education with its rapid development as a distinguished public research university. *The Princeton Review* and *Kiplinger's Personal Finance* have named UMBC a "Best Value" among public universities, and *U.S. News & World Report* has named UMBC a leader in innovation and undergraduate teaching. UMBC offers undergraduates an honors university experience with learning opportunities traditionally found at small liberal arts colleges. At the same time, UMBC is building one of the country's most inclusive graduate education communities.

UMBC's partnerships with public agencies and the corporate community, including entrepreneurial initiatives, workforce training, K—16 education, and technology commercialization, contribute to the state's economic development. More than 100 technology, bioscience, and research companies and organizations 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 the USM's flagship institution and one of the nation's preeminent public research universities, fueled by a half-billion-dollar research enterprise. The only public research university inside the Washington, D.C., Beltway, UMCP is uniquely positioned to develop strategic partnerships with national institutions that provide unparalleled opportunities for faculty and students. A pioneer in sparking fearless ideas, UMCP recently launched the Academy for Innovation and Entrepreneurship, a signature initiative to infuse these principles across all colleges and curriculum.

As part of its culturally diverse community, UMCP provides out-of-classroom opportunities, living and learning environments, and study abroad programs to empower students to make a global impact. The faculty includes three Nobel laureates, two Pulitzer Prize winners, 49 members of

the national academies, scores of Fulbright scholars, and a 2013 National Medal of Science winner, physics Professor Sylvester James Gates Jr. Among public universities, UMCP is ranked No. 21 by *U.S. News & World Report* and No. 14 by *Forbes*, and *Kiplinger's Personal Finance* named UMCP the seventh best value in public colleges.

**The University of Maryland Eastern Shore (UMES)** offers an impressive array of accredited degree programs that blend a time-honored curriculum with instruction in contemporary fields such as aviation science, construction management, criminal justice, engineering, hospitality management, and allied health.

A historically black institution a short drive from the Atlantic Ocean and the Chesapeake Bay, UMES is known for its multi-cultural student body drawn from a broad spectrum of backgrounds and perspectives. As a land-grant institution founded in 1886, UMES has focused on teaching, research, and outreach, emphasizing stewardship of the environment, land, and sea. UMES offers an array of graduate-level programs, including doctoral degrees in educational leadership, food science and technology, marine-estuarine environmental science, organizational leadership, pharmacy, physical therapy, and toxicology. UMES has been recognized for its focus on developing programs to serve critical workforce needs.

**The University of Maryland University College (UMUC)** is a world leader in innovative educational models, with award-winning online programs in disciplines including biotechnology, cybersecurity, data analytics, and information technology that are in high demand in today's increasingly technical, global workplace. UMUC offers open access with a global footprint and a specific mission: to meet the learning needs of nontraditional students whose responsibilities may include jobs, family, and military service. The university offers bachelor's and master's degrees, a doctoral program, and certificate programs.

UMUC is renowned for its distinguished faculty of scholar-practitioners, online student support services, and flexible course schedules, which include evening and weekend courses at more than 20 locations in the Maryland-Washington, D.C. metropolitan area. The university also serves the educational needs of the U.S. military in 24 countries around the world. A pioneer in distance education, UMUC today is harnessing the power of learning science and technology to deliver a high-quality education that is accessible and affordable.

**The University of Maryland Center for Environmental Science (UMCES)** is a world leader in coastal and environmental research and education. Scientists at its four research laboratories—Chesapeake Biological Laboratory in Solomons, Appalachian Laboratory in Frostburg, Horn Point Laboratory in Cambridge, and the Institute of Marine and Environmental Technology in Baltimore (in collaboration with UMBC and UMB)—focus on oceanographic processes, the ecology of the Chesapeake Bay and its watershed, the ecology of living resources, the impact of climate change, and the discovery of marine-based products. UMCES also administers the Maryland Sea Grant College. Educational programs include graduate studies, undergraduate research internships, and K–12 environmental education activities for students and teachers.

**The Universities at Shady Grove (USG)**, Maryland's largest regional center, is an innovative partnership of nine University System of Maryland universities on one campus in Montgomery County. Each university offers a selection of its most sought-after academic programs, chosen

specifically to meet the needs of regional employers, and awards its own degrees. USG, in turn, provides centralized onsite student, academic, and administrative services. This integrated approach allows USG to offer easily accessible pathways to 80 upper-level undergraduate, graduate, and professional degree and certificate programs, creating outstanding career opportunities for students while providing regional employers with a highly educated, skilled workforce. With degree and certificate programs available on a flexible full-time, part-time, evening, and weekend basis, students at USG are able to complete their education in an affordable and timely manner, close to home.

**The University System of Maryland at Hagerstown (USMH)** is a regional center that offers more than 20 programs of study from six University System of Maryland 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. These partner universities offer their premier academic programs in a convenient and accessible location, allowing students to complete their degrees in a timely and cost-effective manner. USMH provides opportunities for local students in an educationally underserved portion of the state. With more than 1,200 graduates to date, USMH is helping to raise the college attainment rate in Western Maryland and supply a skilled workforce for employers in the region.

## USM Governance

### Board of Regents

A 17-member Board of Regents, including one full-time student, governs the University System of Maryland. Appointed by the governor, the regents oversee the system's academic, administrative, and financial operations; formulate policy; and appoint the USM Chancellor and the Presidents of the system's 12 institutions. With the exception of the student member, each regent is appointed for a term of five years, and may not serve more than two consecutive terms. The student regent is appointed for a one-year term, and may be reappointed. Regents serve on the board without compensation. The Board of Regents conducts much of its work through the following committees:

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

The Board of Regents also establishes workgroups or task forces to address emerging or trending issues with intercollegiate athletics and campus safety as two recent examples.

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

- 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, 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, located in Adelphi, serves as staff to the Board of Regents. Under the leadership of the Chancellor, system office staff members advocate on behalf of the 12 USM institutions and two 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 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 out of 33 such systems in the country.

### **Maryland Higher Education Commission**

The University System of Maryland is 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. In keeping with the goals outlined in the State Plan for Higher Education, the Commission establishes statewide policies for public and private colleges and universities, and for private 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 for 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
- Senior Advisor to the Chancellor
- Chief Operating Officer and Vice Chancellor for Administration and Finance
- Senior Vice Chancellor for Academic Affairs
- Vice Chancellor for Advancement
- Vice Chancellor for Communications and Community Engagement
- 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 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.

During his tenure, Chancellor Kirwan has dramatically expanded the reach of the position, establishing himself as a respected and sought-after national voice on a variety of higher education issues. His successor will have the opportunity to build upon this foundation, enhancing the USM's position as a university system with a national profile and national impact.

## Leadership Priorities

The next Chancellor of the University System of Maryland has 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:

### **1. 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 and delivered. The Chancellor, Presidents, and other senior leaders are frequently sought out for their opinions on higher education issues and emerging opportunities. The next USM Chancellor will 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. The Chancellor will serve as the "champion" of higher educational transformation, and serve as a personal role model by displaying entrepreneurial behavior that identifies new areas of opportunity for the USM and fosters the organizational, cultural and behavioral changes necessary to exploit these. 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.

### **2. 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 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. This partnership between state government and higher education is truly unparalleled.

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. There will be a new Maryland Governor elected in 2014, and the Chancellor must work closely with the new administration to convey the USM's "value add" to ensure the state's continued investment in the USM mission. The Chancellor should also 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.

### **3. Intensify USM's efforts to ensure that Maryland is a national leader in ensuring access, affordability and completion**

Public support for the USM will be influenced by the system's continued successes in areas that are confounding 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 the student achievement gap;
- Supporting college completion, especially for low-income and underrepresented populations.

These will be continued priorities for the next Chancellor, who will need to work closely with each USM institution to ensure that they each has individualized plans in place to push for progress in these areas. At the same time, 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. The USM should be at the forefront in developing strategies and implementing plans that respond effectively to this trend.

### **4. Serve as a thoughtful steward of USM's resources**

Higher education's "value proposition" is encountering increasing cynicism 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 once again 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 \$460 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 must make it clear from the outset that the USM will continue to be effective and efficient in its delivery of education.

### **5. Personally engage in identifying and securing new sources of philanthropic support**

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 giving 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.

### **6. 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, mentor, and support exceptional leaders (especially those Presidents and executives reporting directly to the Chancellor).

## Preferred Qualifications and Qualities

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

- Presents solid academic credentials, preferably with a doctorate or equivalent terminal degree, and a record of significant accomplishments. A candidate without an equivalent terminal degree but with significant 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.
- 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.
- Governance 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. The Chancellor acts as executive agent of the board in implementing its policies and system of internal controls.
- An outstanding reputation for executive-level management with documented ability to lead change and growth, along with a clear understanding of the financial sophistication required to manage a financially complex institution.
- 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.
- A proven ability to develop, advance, and fortify alliances with business, industry, government, academia, 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.
- The financial 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.
- A keen understanding of the governmental process, with skills 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.
- 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 *qualities*:**

- Unquestionable integrity
- High energy, and demonstrated leadership with effective administrative abilities 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 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 both 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.
- A compelling and energetic personality with a demonstrated history of strategizing, setting appropriate and reasonable goals, and achieving those objectives with personal integrity and sound financial management.
- The ability to understand and recognize the important role the Presidents and their leadership teams play in the overall success of the USM.
- 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 throughout the system and the communities it serves.
- 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 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 [USMChancellor@wittkieffer.com](mailto:USMChancellor@wittkieffer.com).

While electronic communication is preferred, documents that must be mailed may be sent to:

USM Chancellor  
c/o Witt/Kieffer  
2015 Spring Road, Suite 510  
Oak Brook, IL 60523

This search will be conducted with respect for candidate confidentiality. To receive full consideration, applications should be received by September 5, 2014. Confidential inquiries and questions concerning this search may be sent by email to [USMChancellor@wittkieffer.com](mailto:USMChancellor@wittkieffer.com) or directed to John K. Thornburgh at (412) 209-2666.

*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.*

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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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