SEARCH PROFILE:
VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

UNIVERSITY of MARYLAND
EASTERN SHORE
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THE OPPORTUNITY

The University of Maryland Eastern Shore (UMES), the state’s historically black, 1890 land-grant institution, invites inquiries, nominations, and applications for Vice President for Finance and Administration (VPFA). Reporting directly to President Heidi M. Anderson, the VPFA is the chief financial officer for the University. The ideal candidate will be an innovative leader who will share a commitment to supporting a diverse and inclusive environment that provides high-quality academic and co-curricular experiences.

THE UNIVERSITY

Founded in 1886 under the aegis of the United Methodist Church, UMES is located on 1100 acres in the historic town of Princess Anne on Maryland’s Eastern Shore, less than three hours from the abundant cultural and recreational amenities of Annapolis, Washington, DC, Baltimore, and Philadelphia. Celebrating more than 135 years of service to students and the community, UMES has grown from its origin of nine students and one faculty to nearly 2,400 students and 306 faculty and has developed a holistic learning environment that fosters multicultural diversity, academic success, and intellectual and social growth. UMES has been ranked in the top tier among America’s Best Historically Black Colleges and Universities for the past six years by U.S. News & World Report.

UMES views, with pride, its achievements in providing high-quality academic programs and services for ethnically and culturally diverse students, including distinctive learning, discovery, and engagement opportunities in the arts and sciences, education, technology, engineering, agriculture, business, and health professions. In 2019, UMES achieved the Carnegie classification as a doctoral university/high research activity (DU/R2). Only seven percent of the nation’s higher education institutions are considered “Doctoral Universities;” and UMES is honored to be among these institutions.

The University offers programs and assistance that attract, serve, retain, and graduate first-generation college students and national and international scholars as part of its core capabilities. Among its academic offerings are bachelor’s degrees in 38 areas, 15 master’s degrees, and doctoral degrees in physical and biological sciences, social and behavioral sciences, pharmacy, pharmaceutical sciences, physical therapy, physician assistant, engineering, education, mathematics, humanities and visual and performing arts. The academic programs are delivered through five schools: the School of Agricultural and Natural Sciences; School of Business and Technology; School of Education, Social Sciences, and the Arts; School of Pharmacy and Health Professions; and the School of Graduate Studies and Research.

In addition, UMES has 36 linkage agreements with universities, government organizations, and research institutions in Africa, the Caribbean, Central America, South America, Europe, and Asia. These linkages enhance the University’s international education focus through (1) student study and research abroad, (2) faculty and student exchanges, (3) international scholar-in-residence, and (4) international development programs. The University also has several cooperative agreements with the United States Department of Agriculture to provide technical assistance to the United States Agency for International Development.
CORE VALUES

- Providing high-quality undergraduate and graduate programs that will equip students with the knowledge and skills necessary for the challenges of American and other global societies.
- Affirming its role as the State’s 1890 land-grant institution by providing citizens opportunities and access that will enhance their lives and enable them to develop intellectually, economically, socially, and culturally.
- Demonstrating shared governance through recognition of the viewpoints that all members of the university community contribute to the institution.
- Appreciating diversity and inclusion in its student body, faculty, staff, and administration through a commitment to tolerance, freedom of expression, and celebration of other cultures.
- Adhering to the highest standards of honesty, fairness, trust, and integrity in both personal and professional behavior.
- Promoting student-centeredness as the heart of the enterprise.
- Focusing on character development through learning and leadership experiences.

QUICK FACTS

- Operating Budget: unrestricted funds of $90 million (52% state-supported) and $25 million in restricted funds for a total budget of $115 million (FY 2021)
- Sponsored Programs: $27.3 million for research contracts and grants (FY 2021)
- Total Enrollment: 2,400 (Fall 2021)
- In-state Enrollment by Tuition Status: 1,611
- Out-of-state Enrollment by Tuition Status: 789
- 78% of the fall 2021 undergraduate students received a financial aid award; 51% of the undergraduates received a Pell award
- 12:1 student-faculty ratio
- 306 faculty, 149 of whom are full-time
- 35 academic & support buildings, 11 residence options, and five main dining options
One of the original purposes of the land-grant institution was the education of citizens for life in the U.S. economy. Still embracing the original purposes, UMES has expanded beyond the early disciplines of agriculture and mechanical arts to include programs in the liberal arts, healthcare, science, business, technology, and education, as well as cooperative ventures with foreign universities. UMES’ leadership team, faculty, and staff continue to embrace the rich history of the University while preparing graduates to serve and shape the global economy. Accreditation by the Middle States Commission on Higher Education (MSCHE) was reaffirmed in 2016, and numerous UMES programs have earned accreditation from their related accrediting agencies.

The School of Agricultural and Natural Sciences is committed to nurturing great minds and creating and applying knowledge. The Department of Agriculture, Food and Resource Sciences offers two undergraduate degrees, as well as graduate degree programs at both the master’s and doctoral levels. The Department of Human Ecology offers an undergraduate degree program with multiple options. The Department of Natural Sciences offers a range of majors, minors, teaching programs, and graduate degrees at the master’s and doctoral levels.

Programs in the School of Business and Technology (SBT) provide unparalleled opportunities for UMES to expand and grow to meet the needs of the state and the region. Encompassing the departments of Business, Management and Accounting (AACSB accredited); Engineering (ABET accredited) and Aviation Sciences; Hospitality and Tourism (ACPHA accredited); Computer Science and Engineering Technology; and the Built Environment, as well as a program in PGA Golf Management (PGA accredited). SBT is growing and enhancing programs that have earned or are pursuing accreditations from appropriate national accrediting bodies.

The School of Education, Social Sciences, and the Arts includes the departments of Criminal Justice, Education, English and Modern Languages, Fine Arts, Mathematics, and Social Sciences. Offering a range of undergraduate and graduate programs, the School focuses its efforts on the preparation of students who serve humanity in a personally and professionally ethical manner and seeks to immerse students in cultural and educational experiences that promote coherent thinking, reward creative artistic expression, and demand the exercising of sound judgment.
Through its departments of Kinesiology, Pharmacy Practice and Administration, Pharmaceutical Sciences, Physical Therapy, Physician Assistant, and Rehabilitation, the **School of Pharmacy and the Health Professions** (SPHP) offers undergraduate degrees in Exercise Science, Rehabilitation Services, and Rehabilitation Psychology. It offers master’s degrees in Rehabilitation Counseling, Physician Assistant Studies, and Pharmaceutical Sciences, as well as doctoral degrees in Physical Therapy, Pharmacy, and Pharmaceutical Sciences. The Master’s in Rehabilitation Counseling is based on the Council on Rehabilitation Education (CORE) guidelines and State of Maryland professional counselor licensure criteria. Students in SPHP are actively involved with faculty initiatives to improve the health and well-being of the community through health education and promotion, as well as earn practical experience through a variety of internship sites.

The **School of Graduate Studies and Research** operates through department graduate programs to offer degree programs and non-degree training for professionals, practitioners, and researchers for entry-level and career advancement positions, as well as continuing education and lifelong learning. Fifteen master’s degree programs are provided. Among them are the Master of Arts in Teaching (M.A.T.), Master of Education (M.Ed.), and Master of Science (M.S.). The School offers seven doctoral degrees, including the Doctor of Physical Therapy (D.P.T.), Doctor of Education (Ed.D.), and Doctor of Organizational Leadership (Ph.D.). Additionally, the College offers two post-baccalaureate programs, including Special Education and Rural Health Disparities and Social Inequities.

The **Center for Access and Academic Success** (CAAS), staffed by Faculty and Academic Advisors, takes a holistic approach to assist students with less than 28 credits with first-year advising, transitional milestones, and life challenges. The CAAS tutoring center provides tutoring for an array of 100-level general education requirements and collaborates with other departments to implement the curricular requirements of the First-Year Experience course. Furthermore, CAAS pursues students’ retention with programming to re-establish and reinvigorate the academically challenged student.

The **Center for International Education** (CIE) operates through the Office of Academic Affairs. CIE advances UMES’ academic mission by leading, supporting, and coordinating the university’s international engagement efforts by fostering strategic partnerships on campus and abroad. CIE also helps UMES undergraduate students plan for meaningful international experiences. CIE aims to provide an enriching, engaging, and supportive international experience for UMES students through comprehensive and holistic study abroad advising and the promotion of international scholarships, fellowships, and internships that enrich students’ overall experience. CIE also provides academic and social support services to enrolled undergraduate international students. Through intercultural academic experiences, CIE aims to provide undergraduate students with a global perspective and transformative experiences that enrich students’ understanding of the world and themselves. CIE is committed to developing and promoting international education initiatives for students, faculty, staff, and community. The Center provides a conducive environment to support international education and cultural and social interactions to enhance students’ development to become globally aware citizens in an interdependent world.

The **Center for Instructional Technology and Online Learning** (CITOL) at UMES supports the development, design, and delivery of online and hybrid programs, classes, and workshops focused on flexibility, resiliency, equity, accessibility, privacy, and safety (FREAPS). CITOL assists faculty, staff, and students in all aspects of digital teaching and learning with regard to pedagogy and technology. This includes using the Canvas Learning Management System, Echo360, Google Workspace, Respondus 4.0, and Respondus LockDown Browser. Founded in 2006, CITOL is funded by a grant awarded through Title III.

The **Center for Teaching Excellence** (CTE) supports UMES faculty in creating collaborative learning environments to promote effective teaching that is engaging and creative, using both pedagogical and disciplinary knowledge. To assist faculty in reaching their goals, the CTE offers practical assistance such as national conference opportunities and eclectic and informative campus-wide workshops on topics of creative teaching.
STUDENTS AND STUDENT LIFE

UMES students enjoy more than 60 organizations outside the classroom, including clubs, service organizations, experiential learning opportunities, intramural sports teams, and Greek life. UMES is a member of the Mid-Eastern Athletic Conference, and student-athletes compete on NCAA Division I intercollegiate teams. Men’s teams include baseball, basketball, cross-country, golf, and track and field (indoor and outdoor); women’s teams include basketball, bowling, cross-country, golf, softball, tennis, track and field (indoor and outdoor), and volleyball.

UMES has over 12,000 alumni who live in all 50 states and more than a dozen U.S. Territories and foreign countries. Notable alumni include former professional football player Art Shell, jazz musician Clifford Brown, rapper and record producer David Banner, the first resident United States Ambassador to Palau, Helen Reed-Rowe, and entertainer Starletta DuPois, among others.

BOARD OF REGENTS

UMES is one of 12 constituent institutions in the University System of Maryland (USM). At the highest level, UMES is governed by the USM Board of Regents. The 20 members of the Board of Regents, including one student member, are appointed by the Governor of Maryland. The Board of Regents is responsible for the governance and management of the USM and its institutions, overseeing the System’s academic, administrative and financial operations, formulating policy, and appointing and supervising the USM Chancellor and the campus presidents. The Board’s Effectiveness and Efficiency Initiative serves USM’s quality, accessibility, affordability, and accountability goals.
SHARED GOVERNANCE AT UMES

The shared governance policy at UMES ensures that collaboration between administration, students, staff, and faculty reflects the University’s unique mission. Each of these constituencies is responsible for carrying out separate but complementary roles and responsibilities within a climate of mutual support.

PRINCESS ANNE, MARYLAND

UMES is in the small town of Princess Anne, part of Somerset County on the Eastern Shore of Maryland, and is one of the major employers in the County. With a population of about 3,330, Princess Anne dates to 1733, and portions of it are in a historic district, listed on the National Register of Historic Places. There are many local dining options as well as antique shops in Princess Anne, and, for those who enjoy the outdoors, there are multiple trails, parks, marinas, and public boating facilities within 25 to 30 miles of town, including in both Crisfield and Tyaskin, MD, the Pocomoke River, Wicomico River, and Manokin Park, which sits on the beautiful Manokin River right in Princess Anne. Manokin Park’s amenities include charcoal grills, picnic tables, a playground, and seating along the river. A soft launch for kayaks or canoes is easily accessible for those interested in exploring the river. Maryland’s famous seaside resort, Ocean City, is only 1 hour from town, and the nearby town of Salisbury, just 13 miles north, provides additional shopping and recreational facilities. There is a local Farmers’ Market every June through October, and the Teackle Mansion, a neo-classical, 10,000-square-foot American villa-style home, hosts events throughout the year.

To learn more about the Eastern Shore, visit: www.visitmaryland.org/places-to-go/eastern-shore.
LEADERSHIP AGENDA

As a seasoned leader in higher education financial and operations management, the Vice President for Finance and Administration is charged with leading and coordinating the offices and activities of Budget; Comptroller; Procurement; Human Resources; Chief Information Officer; the Directors of the Physical Plant; Facilities Planning, Design, and Construction; Administrative Computing; Auxiliary Enterprises; the Richard A. Henson Center; Public Safety; Food Services; and Event Management and Planning.

Reporting directly to the President, the Vice President is a member of the President’s Cabinet and works collaboratively with the Provost, other executives, students, faculty, staff, and external stakeholders to achieve the university’s mission and goals. The Vice President will assess the University’s capacity and opportunities for innovative new programs or other endeavors, both to enrich its public mission and enhance the stability of its revenue streams; and will lead and assist in advocacy for a university strategy to transition to a financial structure that, over time, attains fiscal equilibrium. The new VPFA will work closely with the Provost to regularly provide data and financial analyses to build a shared business understanding and commitment to fiscally responsible budgeting and multi-year financial analysis and planning. This collaboration includes shared oversight and control functions. The VPFA will provide budget information to all academic and administrative leaders, including the parameters, constraints, cost-benefit analyses, and business landscape, to help them make prudent, well-informed resource allocation and investment decisions.

The new VPFA will be creative in dealing with budget challenges caused by the shifting demographics of higher education participation. Anticipated leadership opportunities and challenges that the VPFA will address include the following areas.

CONTINUOUS PROCESS IMPROVEMENT IN CUSTOMER SERVICE FOR ALL UNIVERSITY CONSTITUENCIES

The VPFA will continue to develop and enhance the significant advances in assuring a service-oriented “can do” culture of efficiency, prompt service, and responsiveness to customer needs. Recent advances have been accomplished by streamlining both processes and reporting lines and updating essential documentation to improve the customer experience across the University’s business departments. The VPFA will be skillful in leading further change management that reflects the best interests of the University, the use of cost-effective information technologies, and inclusive discussions with both experienced Finance and Administration staff as well as others who bring fresh, varied perspectives. The VPFA will establish, nurture, and advance a program of ongoing opportunities for continuous improvement to build on the results and momentum of recent significant successes.

GUIDE THE ROLLOUT OF NEW IT INFRASTRUCTURE

The VPFA will oversee a wi-fi refresh with new routers, access points, and cables. The first phase will occur in residence halls; phase two is in academic buildings. This implementation will solidify business continuity (power failure redundancy) with more servers, better cabling, and equipment replacement with an investment of $5-6 Million.

USE SOUND PRINCIPLES OF PROJECT MANAGEMENT TO LEAD THE IMPLEMENTATION OF WORKDAY SOFTWARE FOR NEW FINANCE AND HUMAN RESOURCES SYSTEMS

The VPFA will oversee the wi-fi refresh with new routers, access points, and cables. The first phase will occur in residence halls; phase two is in academic buildings. This implementation will solidify business continuity (power failure redundancy) with more servers, better cabling, and equipment replacement with an investment of $5-6 Million.

The VPFA will be a leader who recognizes that new systems implementation is a complex ongoing project management responsibility that must be monitored weekly to troubleshoot and maintain progress through prompt and decisive action to solve emergent issues with clear communication to the project team. The Finance and HR departments will begin implementation training and systems testing in December, followed by University-wide training in the late winter of 2023 to smoothly prepare for the July 2023 “go-live” date.
CONTINUE TO DEVELOP AN INCLUSIVE BUDGET PROCESS
Transparent and inclusive budgeting for university programs and operations requires an ongoing and robust education effort for all university faculty and staff involved in developing and managing budgets. The new VPFA will further develop effective, user-friendly education and communication programs and documentation to enable faculty and staff to understand budget assumptions and processes to monitor and maintain budgets at the unit levels meaningfully and effectively.

MANAGE PROGRAM AND FACILITIES DEVELOPMENT
The new VPFA will immediately be immersed in several exciting new programs and projects, meeting with architects, project managers, and academic units at different stages of planning for a new Veterinarian School; a Medical School collaboration with the University of Maryland Baltimore County; management of a multi-million dollar ten-year fund designated for new program development; and lobbying efforts and market analysis to advocate for additional funding to move the University forward into its next phase of positive impacts for today’s and tomorrow’s students, faculty, community, and state.

REQUIRED QUALIFICATIONS

- CPA and/or MBA, or master’s degree or higher in a related field.
- At least ten years of progressively responsible experience in senior management positions with significant business and fiscal responsibilities in higher education.
- Demonstrated knowledge of, and experience with, strategic, capital, master, and budget planning; generally accepted accounting principles; capital construction contracts and related activities; modern human resource practices, philosophies, and principles; financial systems and processes; real estate acquisition and management; collective bargaining contracts, negotiations, and strategies; compliance with tax, environmental and related state/federal laws and regulations; business processes, reengineering and continuous improvement strategies; risk management; and health and safety matters.
- Familiarity with the above functions as they relate to higher education.
- Evidence of working successfully with state, federal, and external agencies.

DESIRED KNOWLEDGE, SKILLS, AND ABILITIES

- Demonstrated ability to develop and promote excellence in business affairs.
- Commitment to diversity, equity, and inclusion.
- A record of success leading organizational change and implementing quality management approaches.
- Ability to work effectively and transparently in a highly collaborative, diverse academic community as well as with groups external to the University.
- Ability to think and act creatively and strategically in support of the University’s mission.
- Knowledge of the changing role of the university and information technology trends.
- Ability to manage multiple initiatives to successful completion and proactively recognize opportunities and challenges.
- Ability to think globally and systemically, balanced by the ability to act.
- Demonstrate fiscal, ethical, and strategic leadership skills with a proven record of helping to build a sustainable financial structure.
- Excellent communication skills and the ability to demonstrate strength in relating to a wide range of constituents.
APPLICATION PROCESS

This search is assisted by Academic Search, Inc., and a university search committee. Applications should consist of:

1. A detailed cover letter addressing the expectations of the position;
2. A current curriculum vitae (CV); and
3. A list of five professional references with contact information and a note explaining the working relationship of each to the applicant.

References will not be contacted without the explicit permission of the candidate. All documents should be in PDF format.

Nominations and applications should be sent electronically to UMESVPFA@academicsearch.org. The position is open until filled, but only applications received by July 29, 2022, can be assured full consideration. Nominators and prospective candidates may arrange a confidential discussion about this opportunity with Nancy Suttenfield, Senior Consultant, at nancy.suttenfield@academicsearch.org or Rich Cummins, Ph.D., Senior Consultant, at rich.cummins@academicsearch.org.

The University of Maryland Eastern Shore actively subscribes to a policy of Equal Employment Opportunity/Affirmative Action and will not discriminate against any employee or applicant because of race, age, physical or mental disability, marital status, gender, or gender expression religion, national origin or political affiliation.
ABOUT ACADEMIC SEARCH

Academic Search is assisting the University of Maryland Eastern Shore in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.