Confidential Position Specification

UNIVERSITY OF MARYLAND
GLOBAL CAMPUS

President

October 2020
CONFIDENTIAL POSITION SPECIFICATION

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<th>Position</th>
<th>President</th>
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<tr>
<td>Institution</td>
<td>University of Maryland Global Campus</td>
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<tr>
<td>Location</td>
<td>Adelphi, MD</td>
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<td>Reporting Relationship</td>
<td>Chancellor, University of Maryland System</td>
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<tr>
<td>Website</td>
<td><a href="https://www.umgc.edu/">https://www.umgc.edu/</a></td>
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ABOUT THE UNIVERSITY OF MARYLAND GLOBAL CAMPUS

University of Maryland Global College ("UMGC") has long been recognized as a global pioneer in distance education and was founded more than 70-years ago to serve working adults and service members. UMGC is an online state university that offers online academic programs in fast-growing and in-demand fields. With no-cost digital course materials in nearly every course, and locations in Maryland and at military installations around the world, UMGC gives students the opportunity to earn a respected degree from just about anywhere in the world. Today, committed to maintaining its leadership status, UMGC combines academic excellence with transformative innovation to create a powerful new model for adult learning focused on diversifying pathways for increased access to higher education for new college majority populations worldwide.

In the seven decades since its doors opened, UMGC has become one of the most dynamic and innovative institutions of higher learning in the world. Consider the following:

- With more than 90,000 students, UMGC is the largest online public university in the country.
- UMGC enrolls some 35,000 active-duty military personnel on bases in Maryland, across the United States, in more than 20 countries and territories around the world.
- UMGC has more than 4,500 faculty members worldwide, many of whom bring industry experience and real-world perspectives to the courses they teach.
- It serves the Maryland, DC, and Virginia region with 20 locations, and more than 35,000 students who are Maryland residents.
- UMGC has 170+ classroom and service locations throughout the world to serve military members. More than 25,000 students are enrolled in undergraduate and graduate programs in Asia and Europe alone.

UMGC is one of twelve degree-granting institutions within the University System of Maryland. With an annual budget in excess of $125M, UMGC is the only Maryland public institution that specializes in providing career-relevant educational opportunities to prepare the workforce of the future worldwide. UMGC’s mission, throughout its 70+ year history, has been to serve working-adult and military-affiliated adults students by offering credit-bearing programs leading to bachelor’s and master’s degrees, particularly in high demand fields. UMGC delivers courses throughout Maryland, the US, and the world using distance learning technologies, including operating two overseas divisions that offer programs specifically for US service members and their families. UMGC is headquartered just outside of Washington, DC in Adelphi, MD with an administrative office in Largo, MD.
UMGC Students
Since its earliest days, UMGC has been committed to delivering a compelling, career-relevant experience to global learners. This might explain the rich diversity of the student body.

- Approximately 74% of undergraduate students enrolled in UMGC’s stateside programs in fall 2019 were working full-time. About 31% of UMGC students are working parents.
- 29% of UMGC’s stateside students are African American; minority students constitute 52% of our total enrollment. In FY 2019, 29% of all degrees and certificates and 36% of master’s degrees were awarded to African American students.
- About 38% of UMGC students are active-duty servicemembers. More than 57,000 UMGC students worldwide are active-duty servicemembers, reservists, dependents, and veterans.

In a typical year, UMGC confers more than 10,000 degrees worldwide. UMGC graduates span generations, national borders, and ethnic backgrounds. Commencements events are special at UMGC; degrees are bestowed on war heroes and grandmothers, married couples and single parents, mothers, and sons. They come together to share a collective sense of pride in what they have achieved. And for members of the UMGC family—faculty, staff, and administration—commencement is a special moment that validates the passion and dedication they bring to their work.

UMGC for Military and Veterans
UMGC is state university with a rich history of educating the armed forces that dates back to World War II that offers award-winning academic programs and services for active-duty military servicemembers, veterans, military spouses and families. UMGC understands the challenges of transitioning to civilian life and offers flexible academic programs and tailored support.

Today, UMGC enrolls more than 50,000 military servicemembers, veterans, and military family members. Here are the top 5 reasons why:

1. **Respect for the military and veterans**: Nationally recognized as a military- and veteran-trusted university, UMGC understands military life and is at the ready to empower students to succeed.

2. **Global footprint**: With 170+ worldwide locations, dedicated staff and faculty on bases throughout the United States, and 20+ locations in Maryland, DC, and Virginia, as well as on-site classes overseas in Europe and Asia, UMGC is a leading provider of education services to the U.S. armed forces, veterans, and their families.

3. **Flexible learning formats**: UMGC offers more than 90 degrees, specializations, and certificates, most available entirely online, and has locations around the globe offering hybrid classes.

4. **Regional accreditation**: As a regionally accredited university, UMGC adheres to standards set by the Middle States Commission on Higher Education, one of six regional accreditation agencies recognized by the U.S. Department of Education.

5. **University System of Maryland membership**: UMGC is one of the 12 member institutions of the renowned University System of Maryland.
UMGC Military Information Resources:

UMGC Federal Workforce Resources:

UMGC Faculty
At UMGC, online courses are taught by highly successful and experienced faculty scholar-practitioners who are leaders in their fields. Students benefit from their diverse insights and the depth and breadth of their knowledge. Because they have wide-ranging industry experience, they can help students understand what types of skills and knowledge are valuable in today’s job market.

FOR MORE INFORMATION ABOUT UMGC: [Complete Strategic Plan (2019-2022)](http://www.umgc.edu/about/strategic-plan)

THE POSITION
Reporting to the Chancellor of the University System of Maryland, the President of UMGC is the institution’s chief executive officer, responsible for all operations of the University, including overall leadership and guidance of the institution, its academic programs, fundraising, financial stewardship, student safety and success, and the administration of resources. The University seeks a visionary, dynamic and entrepreneurial leader with a strong commitment to innovation and excellence in higher education, demonstrated administrative skills in managing a complex organization with global operations, and the ability to work with the USM Board of Regents to guide the institution to the next level of distinction.

The President will be responsible for fostering partnerships and co-ventures in public and private sectors, as well as strengthening cross-institutional collaboration within the System. As UMGC’s chief representative, the President must build relationships with a wide variety of external constituencies. The President will be expected to hold institution leadership to the very highest standards of conduct, champion racial justice, and diversity in all its forms, foster student success, and ensure student safety and security.

OPPORTUNITIES AND CHALLENGES
In order to serve as an effective and inspirational leader for UMGC, the President will be expected to address the following opportunities and challenges:

*Create, support, and execute a modern vision for the University of Maryland Global Campus*

The next President of UMGC must engage faculty, students, and staff in developing an ambitious, shared vision for the future. UMGC is known as a global educator, embracing its rich history with our nation’s military, and the vision for the University must include all campuses, as well as the diverse student body, when thinking about outreach and programming as well as improving relevance to and visibility within the global learning community. The University is a leader in distance education, and the President will encourage the initiative and entrepreneurialism of the
University’s offerings, while always serving as an inspirational champion for the broader University vision and needs.

**Advocate for and lead the University to ensure innovative and high quality programs**

To ensure that UMGC continues to serve its students effectively and stays competitive in maintaining its position as a leader in distance education, as more universities embrace and adapt to online learning, the next President must be a champion for innovation and creativity as it relates to updated programs and teaching. The President will serve as an advocate for this endeavor and lead an inclusive planning process that focuses on and refines curricular advancement with student-centeredness at the core. The President will work to expand UMGC’s educational offerings on a global scale, to international constituencies, and reinforce the University’s commitment to educating global learners. Growth for UMGC’s future should be based on a strategic approach that increases enrollment and has solid financial underpinnings to ensure the University has considerable positive net revenue.

**Manage and build the University’s resources and budget**

The next President will need to be a steward of financial resources and maintain sound financial footing for the University. They will work to develop and enhance external connections and cultivate donors to raise the money necessary to support key programs and strategic initiatives. The President will strengthen connections to the corporate community, as well as government agencies, and tap into the important alumni base to ensure meaningful engagement for alumni to deepen their commitment to and support of the University. The President will be an advocate for the University with respect to resource allocation. The President should be continuously creative in finding resources from alternative sources.

**Recruit, retain, and mentor dedicated and talented diverse faculty and staff**

The President will continue to build a distinctive identity for the University through strategic hiring and creating an environment that champions diversity, fosters equity and achieves inclusion. Success at the University depends on an effective blend of strong communication, investment in professional development, and an inclusive and equitable culture. The President will also be responsible for providing and encouraging mentorship among faculty and staff and advocating for their success. The new President will work closely to develop a culture of shared responsibilities for academic assessment, continuous learning, and program enhancement and development.

**Increase the visibility of UMGC regionally, nationally, and internationally**

The President has a unique opportunity to extend UMGC’s standing as the global standard for distance education and as a leading provider of online education by leveraging needs and resources locally, nationally and internationally and preparing graduates in innovative, distinctive, and high demand programs that meet the dynamic needs of employers in each of these regions. The President will continue to strengthen UMGC’s image, reputation and brand in their growth and engagement with the global community.
KEY COMPETENCIES

Leadership

- **A visionary leader**, whose inspirational leadership style will actively engage the UMGC global community in thoughtful discourse about its future and garner all necessary support for the institution’s unique mission.

- **A dynamic communicator**, who champions UMGC to internal and external audiences.

- **An effective fundraiser**, who generates increased contributed resources, nurtures relationships with donors and alumni, and develops further UMGC’s philanthropic culture.

- **A trustworthy collaborator**, who cultivates a shared and compelling vision and partners in developing a realistic strategic plan for the University that is systematic innovative and data informed.

- **A decisive administrator**, who understands the changing landscape of higher education, specifically online education, and can take advantage of new aspirational opportunities and successfully address new challenges.

- **A problem solver**, with the physical, mental, and emotional rigor, who can lead the institution across challenges as they arise, whether external or internal, while maintaining the confidence of students, faculty, staff, as well as the DoD, VA and public and private military adjacent defense and national security sectors.

Management

- Articulates and gains buy-in for setting a vision and strategic goals for the academic enterprise to ensure the successful management and growth of UMGC.

- Builds motivated, diverse, high-performing teams in an environment that champions diversity in all forms.

- Is skilled at inspiring others to embrace change; recruits and retains talented individuals and values the role of mentors.

- Delegates effectively while maintaining focus on strategy and goals.

- Possesses deep and up-to-date understanding of the opportunities and challenges facing online universities and online education, including enrollment management, governance, creative program development, sustainability, new technologies, a shifting competitive landscape, and the best academic and administrative practices.

- Manages a complex organization with global stakeholders, measuring success by well-defined metrics.

- Negotiates skillfully to productively resolve conflict.

- Displays fiscal acumen with a willingness to consider creative financial modeling in a climate of finite resources.

- Shows appreciation for the work of faculty, staff, and other administrators.

- Ensures compliance with institutional and external regulations.
Mission Performance

- Demonstrates a passionate commitment to advancing UMGC’s mission and values.
- Demonstrates a commitment to improving access, support services, and pathways to success for underrepresented populations and to advancing gender equity, racial justice, and the diversity of faculty, staff, and students.
- Understands, supports, and advocates for UMGC’s commitment to teaching, and service to the community.

Relationships & Connections

- Develops and sustains open and collaborative relationships with faculty and professionals in the broader local, regional, national, and international communities in which UMGC contributes.
- Supports faculty shared governance at UMGC by working collaboratively with faculty leadership on key institutional, academic, and curricular decisions.
- Engages meaningfully with students, faculty, and staff.
- Builds productive relationships with a wide variety of stakeholders, including alumni, donors, key legislators, and others who are interested in supporting UMGC.

PROFESSIONAL EXPERIENCE AND QUALIFICATIONS

- A deep, demonstrated understanding of—and commitment to—the values and mission of public higher education and global online learning.
- An established track record of leadership measured by strategic and financial results, including building outstanding management teams.
- Capable of managing a complex, global organization of over 170+ locations in multiple countries, often co-located with UMGC’s military customers.
- A sophisticated understanding of technology and the use of data analytics to achieve scale and drive innovation.
- Demonstrated commitment to the success, support, and safety of diverse global students.
- Experience, knowledge of, and/or the ability to support and strengthen partnerships with the military.
- A record of success in creating a more diverse, equitable, and welcoming university community and attracting and retaining diverse faculty and staff.
- Ability to partner with federal agencies to bolster existing alliances with the Federal Government.
- Demonstrated experience successfully partnering with state and local community leaders to achieve long-term goals.
- A demonstrated commitment to environmental stewardship, social responsibility, and economic equality vitality.
- An appetite for fundraising, coupled with proven success.
- Exceptional communication skills: written, oral, presentation and interpersonal.
PREFERRED EXPERIENCE
The ideal candidate for President of UMGC will:

- Be well versed with public higher education experience, as well as relevant ed tech and related M&A activities.
- Have experience navigating public entity issues (local, state, and federal).

PERSONAL CHARACTERISTICS
- Acts with honor and integrity of the highest order, both personally and professionally.
- Exhibits authenticity, empathy, optimism, and a sense of humor.
- Decisive; demonstrates the courage to act on convictions.

EDUCATION
Candidates who have an earned doctorate or terminal degree, with uniquely transferable experience are preferred.

COMPENSATION
Compensation will be commensurate with experience and will include a competitive salary and benefits.

APPLICATIONS AND NOMINATIONS
Applications, nominations, and expressions of interest will be received until a list of candidates is put forward for final consideration. Review of candidates will begin immediately. Applications should include a curriculum vitae and detailed cover letter and are encouraged to be submitted by October 26th to ensure fullest consideration.

Applications and nominations should be sent to:
UMGC-President@kornferry.com

The University of Maryland Global Campus (UMGC) is an equal opportunity employer and complies with all applicable federal and state laws regarding nondiscrimination. UMGC is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, ancestry, political affiliation or veteran status in employment, educational programs and activities, and admissions.
## KORN FERRY CONTACTS

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<th>Role</th>
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