

RH PERRY & ASSOCIATES
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College of Southern Maryland

EXECUTIVE SEARCH PROFILE

PRESIDENT

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The Opportunity

With the retirement of President Maureen Murphy on December 31, 2022, the College of Southern Maryland Board of Trustees is seeking confidential nominations and expressions of interest for the college's next president. The next candidate will be a visionary, humanistic, and compassionate leader who is passionate about leading a student-centered institution and ensuring student equity and success. The new president will maintain a national level of higher education involvement and be well-versed in local, national, and global trends with an understanding of how the changing landscape of higher education shapes the student and the community college experience. The new president will be someone who understands diversity and the skills needed to navigate dynamic demographic and socioeconomic changes to the local community and constituents the college serves. The new president will lead the institution by honoring and building on past achievements, setting a vision for the future that enhances and manages opportunities for innovation and growth as the college continues to provide quality educational programs and services for residents and partners in the tri-county region that makes up Southern Maryland.

The Mission of CSM

The College of Southern Maryland (CSM) enhances lives and strengthens the economic vitality of a diverse and changing region by providing affordable postsecondary education, workforce development, and cultural and personal enrichment opportunities.

The Vision of CSM

CSM will be the region's first choice for accessible, inclusive, and innovative education that transforms communities.

Core Values

The following institutional values guide our actions.

Collaboration

We are stronger when we work together.

Equity

We provide each individual with the opportunity, resources, and access needed to be successful.

Excellence

We commit to high standards and clear expectations.

Inclusivity

We respect contributions and differing abilities of everyone, providing space for all.

Innovation

We value creativity and ingenuity, embracing new ideas and perspectives.

Integrity

We are transparent and honest.

Respect

We treat others with dignity.

Institutional Overview



The College of Southern Maryland, the sixth largest community college in Maryland, is a public, regional community college with a far-reaching goal to help students and the community meet the challenges of individual, social, and global changes. Today the college serves the tri-county area that includes Charles, Calvert, and St. Mary's counties.

The College's history began with the establishment of Charles County Community College in 1958 as part of the continuing expansion of the community college in America. At its inception in 1958, the college was governed by the Charles County Board of Education, with the first classes conducted at La Plata High School in the evenings. The Friendly Hall Campus, which is now the La Plata Campus, was established in 1968. The college expanded its services to St. Mary's County in 1978 and Calvert County in 1980.

On July 1, 2000, the college officially became the College of Southern Maryland, a regional college serving all three counties that make-up Southern Maryland. Today, CSM is known as a progressive, innovative, and technologically advanced institution. CSM prides itself on delivering high quality educational services and its role as a catalyst for business, industry, and government to identify the resources needed to grow and maintain a healthy economy and community. The college is supported by the tri-counties it serves at 31.6%, by the State of Maryland at 31%, and by tuition and fees at 35.5%.

CSM offers an array of associate degree programs, industry certifications, career training, wellness, and fitness activities. The college prepares its students for transfer to bachelor's degree programs and provides the tools and resources needed to immediately succeed in a competitive marketplace.

CSM has embarked on a new **Strategic Plan for 2021-2024**. The goals of the plan are:

- Improve student progress and completion
- Ensure equity in all programs and services
- Build and sustain the regional workforce pipeline
- Foster and sustain a high-performing employee culture



The Region



With a rich history dating back to the early 1600s and home to the state's first colony, the region of Southern Maryland sits to the east of Washington, D.C. and southeast of Baltimore, MD on the Delmarva Peninsula, bounded by the Chesapeake Bay and the Potomac River. Traditionally a rural, agricultural region known for its oyster fishing, boating, and crabbing, Southern Maryland is well-known for its outdoor recreation and natural beauty.

Calvert, Charles, and St. Mary's counties are situated in the region known as Southern Maryland and make up the service area for the college. While much of the land area is still rural and low-density population, all three counties have experienced an influx of new residents in recent years as the Washington, D.C. suburbs have expanded steadily. Andrews Air Force Base and Naval Air Station Patuxent River (NAS Pax River), and their related industries, are located in the three counties, as well as a nuclear power plant and a Naval ordnance test ground.

Calvert County, established in 1654, has its county seat in Prince Frederick and has a population of approximately 90,000. Constellation Energy's Calvert Cliffs Nuclear Power Plant and Dominion Energy's Cove Point LNG Terminal are in Lusby, on the shore of the Chesapeake Bay, and the Chesapeake Biological Laboratory is in Solomons, at the southern tip of the county. The U.S. Naval Research Laboratory is in Chesapeake Beach. In recent years, the once flourishing tobacco fields of Calvert County have given way to a growing Agri-tourism niche featuring five wineries and vineyards.

Charles County, established in 1658, has its county seat in La Plata and has a population of more than 160,000. The county has 39 properties and districts on the National Register of Historic Places, and is home to the Potomac River National Marine Sanctuary at Mallows Bay. Charles County has been the center point of some important moments in American history. The Naval Surface Warfare Center Indian Head Division. As a field activity of the Naval Sea Systems Command, and part of the Navy's Science and Engineering Establishment, NSWC IHD is the Navy's premier facility for ordnance, energetics and explosive ordnance disposal (EOD) solutions, supporting the warfighter of today and tomorrow through discoveries that anticipate the next generation's future needs.

St. Mary's County, established in 1637, has its county seat in Leonardtown and has a population of approximately 80,000. The Naval Air Station Patuxent River – home to the nation's Naval Air Systems Command – is in St. Mary's County, which has several laboratory facilities focused on development and improvement of the naval arsenal, aircraft research and development.





The College

Governance

The Board of Trustees is the governing body of the college and is appointed by the Governor from the citizenry of Calvert, Charles, and St. Mary's counties. The Board consists of nine members, each given a five-year term of office. **Board policies** drive the role and responsibilities of the governance of the institution. The Board of Trustees designates the operating of the college to the college's president and the president's cabinet.

The College of Southern Maryland embraces its value, Teamwork, and demonstrates it by working together through a structure of councils, committees, work groups, and task forces.

Participatory Governance provides employees and students at CSM the opportunity to have a voice in decisions that affect them. Participatory Governance is designed to facilitate participation in decision-making that unites all parts of the college and leverages the strength of diversity of the college community.

The participatory governance structure consists of five councils and seven committees. The College-Wide Council manages the participatory governance process. Four councils report to the college-wide council and each committee is assigned to one of the four councils. These include: College Planning Council, Equity and Inclusion Council, Instruction and Student Affairs Council, and Talent Development Council.

This system of governance is founded on mutual trust and respect, and requires honesty and openness, to reach the best possible decisions regarding the operations of the college.

Accreditation

The College of Southern Maryland is accredited by the Middle States Commission on Higher Education and the Maryland Higher Education Commission.

Program-Specific Accreditation

Medical Laboratory Technology Program

The Medical Laboratory Technology program is accredited by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS).

Nursing Programs

The Practical Nursing and Associate Degree Nursing programs are approved by the Maryland Board of Nursing and accredited by the Accrediting Commission for Education in Nursing (ACEN).

Physical Therapist Assistant Program

The Physical Therapist Assistant program is accredited by the Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association.

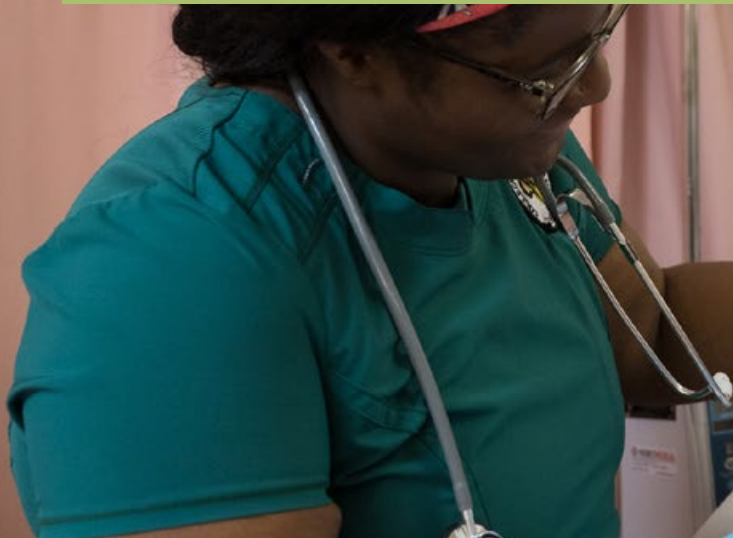
Business Degree Programs

Business degree programs in Accounting, Business Administration, Business Administration: Technical Management, and Business Management (formerly Management Development) are accredited by the Accreditation Council for Collegiate Business Schools and Programs.

Professional Truck Driving Institute

The Commercial Vehicle Operators certificate is approved by the Professional Truck Driving Institute

The College



Academics

The College organized its academic units into three learning divisions. Students are able to choose from more than 100 quality academic programs including an expanding array of associate degrees, certificates, and letters of recognition. Types of Degrees and Credentials include the Associate of Arts, the Associate of Science, the Associate of Applied Science, the Associate of Arts in Teaching, and the Associate of Science in Engineering. Other credentials include a credit certificate and a workforce training certificate. Courses are offered in several modalities and in an accelerated model. The top degrees awarded at commencement include Nursing, Arts and Sciences, and Business Administration.

CSM is committed to expanding education and employment opportunities for students because connecting students to early work experiences can have a positive impact on students' interest in continuing their education, employment, and future earning potential.

Through collaboration and the implementation of *Work-Based Learning (WBL)*, employers can help shape their future workforce by employing today's students. Work-Based Learning helps students develop the skills they need to enter and succeed in today's fast-paced world.

The three academic divisions include the **School of Liberal Arts**, **School of Professional and Technical Studies**, and the **School of Science and Health**.

The School of Liberal Arts

The School of Liberal Arts empowers students in their personal, academic, and professional lives by expanding their knowledge of the human experience in all its many forms and developing their capacities for creativity, critical thinking, and communication. Program areas include Communication, Digital Media Production, Early Childhood Development, Media Studies, Teacher Education, Theater and Dance and the Visual Arts, and liberal arts and transfer disciplines.

The School of Professional and Technical Studies

This school empowers students in their personal, academic, and professional lives by expanding their knowledge of business, engineering, mathematics, and technology. The school graduates ethically aware future leaders and technical professionals, well-prepared to enter the workforce or continue their education at four-year institutions. Program areas include Accounting, Business, Cloud and Information Technology, Computer Engineering, Computer Science and Software Development, Criminal Justice, Cybersecurity, several Engineering specialties, Fire Science, Homeland Security and Maritime Operations Technology.

The College



The School of Science and Health

This school empowers students in their personal, academic, and professional lives by expanding their knowledge of life, physical, and health sciences and enhancing their skill in using scientific reasoning and critical thinking.

Program areas within the School include Emergency Medical Services, Environmental Studies, Health Information Management, Mathematics and Sciences, Medical Assisting, Medical Laboratory Technology, Nuclear Medicine Technology, Nursing, Pharmacy Technician, Physical Therapist Assistant, Pre-Professional Health Science, Radiography, Respiratory Therapy, and Wellness, Fitness, and Sports.

Guided Pathways

The College has designed **six guided pathways** that lead students toward a rewarding career or preparation for transfer to a bachelor's degree program. Pathways are available in each of the learning divisions. They include the arts and humanities, business and information systems, education and public service, health, science, technology, engineering and math, and trades, transportation and energy.

Travel Study

Go beyond the classroom with CSM's Travel Study courses. These courses provide an exciting opportunity to make memories, gain knowledge and experience diverse cultures all while earning college credits.

Honors

CSM's Honors Curriculum is an enriched learning environment for high-achieving, college-bound students, where they can continue to develop their abilities as they broaden their horizons.

With an emphasis on diversity, critical thought, global perspectives, and leadership, the Honors Curriculum empowers students to become citizen-scholars. This generation of leaders will possess both the academic knowledge and the intellectual formation to ask insightful questions, make connections, and apply abstract ideas to solving real-world problems.

Honors Curriculum participants progress through the program in cohorts, consisting of 20 first-year students. In addition to enhanced foundational honors courses in English, science, and philosophy, the Honors Curriculum integrates a three-part series of one-credit Honors Seminars. These seminars provide enriched instruction in leadership, project management, service, transfer readiness, and professional skills, as well as a capstone honors project.

Non-Credit Continuing Education Division

In addition to the academic learning divisions, the College has a vibrant **Non-credit Continuing Education Division** that serves the tri-county region across all ages and interests. Continuing Education students can choose from an expanding array of quality programs designed to help them meet their professional and personal learning goals. Programs and courses are available in workforce development, adult basic education, personal enrichment, and resources for businesses.

The College



Partnership Centers

The Charles County Community Mediation Center

The Center is located on the La Plata Campus, is part of a community movement advancing the cause of peace in Charles County through dialogue. The Center provides an atmosphere of equality, where people have a voice and feel heard. Mediation is a voluntary and confidential process for people involved in a dispute, or who need to have a difficult conversation. Trained mediators guide participants through an informal process that helps those involved to identify the issues and generate their own resolutions. Mediators are non-judgmental, do not take sides or tell you what to do.

The Thomas V. Mike Miller, Jr. Center for Leadership

The Center is dedicated to recognizing and elevating those members of our community who both exhibit incredible leadership ability and inspire it in others. Through initiatives to encourage and develop their talents, the Center supports students, faculty, and rising community leaders as they grapple with the challenges facing this and future generations. Established in September 2019, the Miller Center honors the memory and legacy of Maryland State Senator and Senate President Emeritus Thomas V. “Mike” Miller, Jr., with the

mission of building an inclusive and engaged community through education, civic engagement, and social responsibility. A staunch supporter of higher education throughout his career, Miller long described community colleges as “the first line of defense for our educational system.”

The Nonprofit Institute at CSM

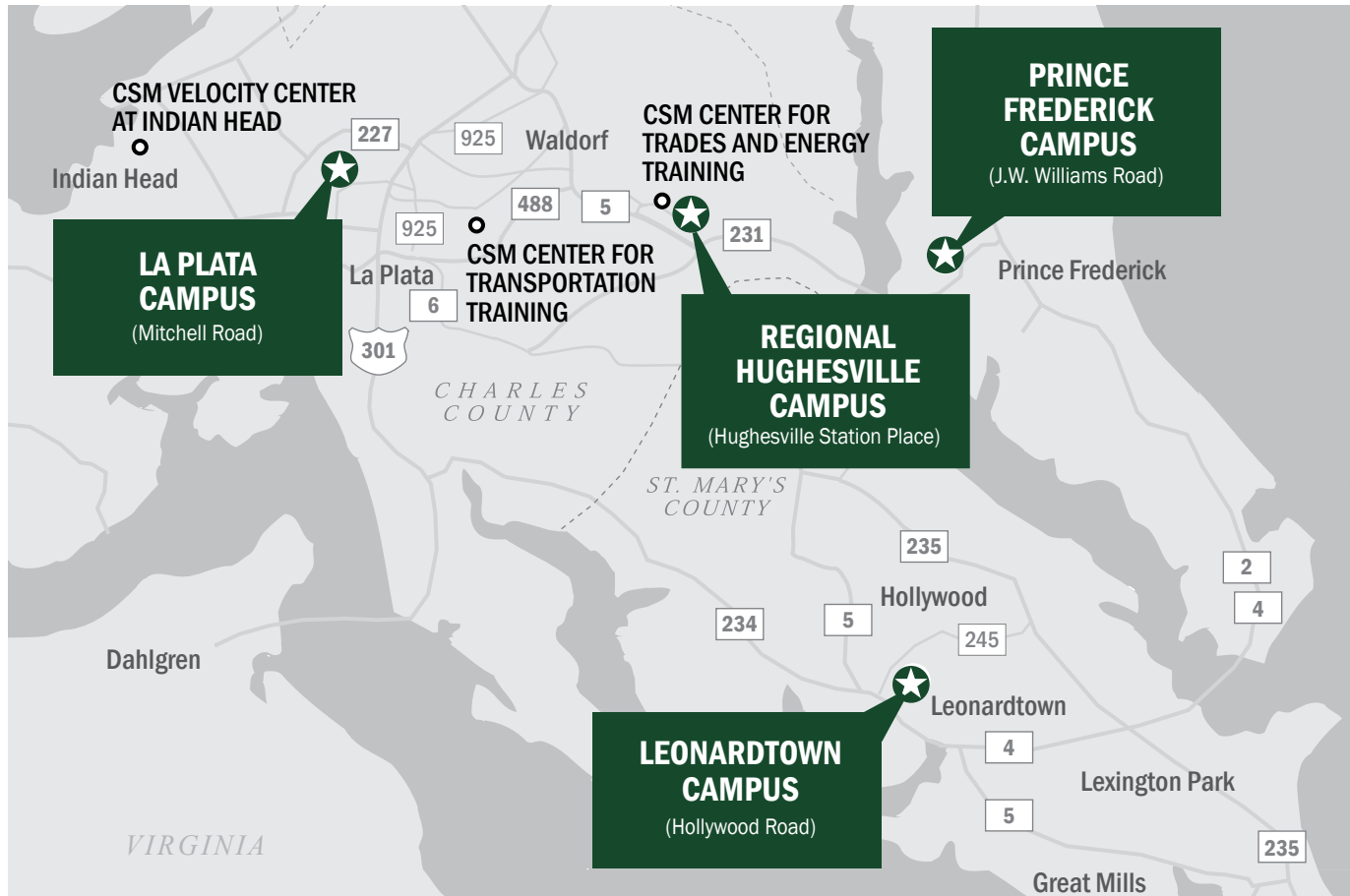
The Institute is the premier source of professional development and capacity-building for the diverse array of nonprofits serving the Southern Maryland region. The Nonprofit Institute provides many programs designed to meet an organization’s interests and needs and is staffed by Standards for Excellence Institute® Licensed Consultants, representing the highest standards of responsible governance, sound management, and accountability.

The Maryland Small Business Development Center (SBDC), Southern Region

The Center is hosted by the College and provides Training and Counseling services to new and existing businesses. Designed for all stages of business development, themed workshops range from business planning, to how to comply with legal and tax issues.



The Campuses



CSM operates four campuses in the tri-county area and served 14,188 students during the academic year 2020-2021. The La Plata Campus is nestled on 173 wooded acres, and the new, centrally located Regional Hughesville Campus, are both in Charles County. The Prince Frederick Campus is in Calvert County and the Leonardtown Campus is situated in St. Mary's County. Enrollments in online classes during the FY21 academic year far exceeded on-campus enrollments at 4,695, with the advent of the pandemic.

CSM's Center for Transportation Training provides facilities for the Driver Training Programs and other industrial training programs in La Plata. The new CSM Velocity Center, located in Indian Head, is operated and managed by CSM. The Velocity Center is designed to be a place of innovation, learning, and collaboration for academia, the Navy, and the community. This collaborative learning space supports workforce development and economic growth in Southern Maryland. Conference and meeting space, and shared flex space and workspace are all available at the Velocity Center.

Students

***“As a college, we have one purpose:
To facilitate student achievement.”***

The College’s fundamental goal is to create a student-focused institutional culture that ensures equity and inspires all students to succeed. Since 2019, the College of Southern Maryland has been a member of the Achieving the Dream (ATD) network—a nationwide initiative to cultivate systemic change among community colleges to address equity gaps in student success, particularly for low-income students and students of color.

As an ATD member school, CSM joins more than 220 community colleges across the country in a concerted push with a common goal: to reduce the disparities in access, opportunities, and outcomes in higher education. Almost 30,000 students have been awarded degrees or certificates at CSM since its founding in 1958, and thousands more have attended, from driver education to workforce training. Each student has their own unique story to tell: the connections they formed, the opportunities they found, and the successes they achieved.

In fall 2021 the college enrolled **5,177 credit students**



24YRS
average
age



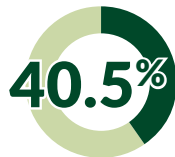
63.2%
of students
identifying
as women



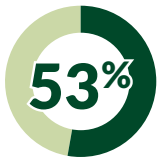
36.8%
of students
identifying
as men



Students enrolled
part-time



Students enrolled
full-time

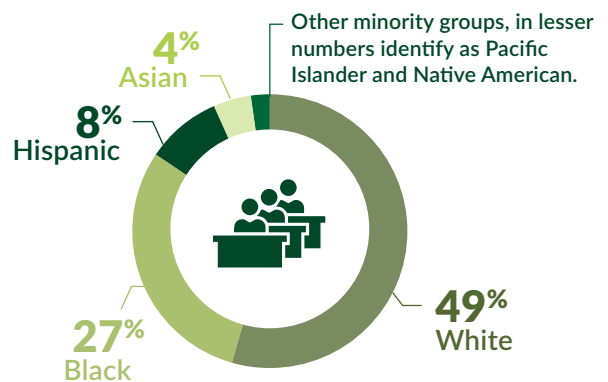


of enrolled students are
ages 18-21 years old



of enrolled students are
ages 22-29 years old

Credit students identify themselves as



Students



Dual Enrollment

Dual enrolled students from regional high schools account for more than 7% of all credit enrollments. Students can take advantage of numerous student support services, from academic coaching and tutoring, theater arts, dance, and visual arts, to clubs and organizations, and athletics. Student support services focus on the whole student and their success academically and culturally.

Early College

The College partners with Charles County Public Schools (CCPS) to bring an early college program to students and their families. Open to rising seniors, this tuition-free program is an opportunity for high school students to experience being a full-time college student, save money, and earn a full year's worth of college credits. Students take college classes on the La Plata Campus during their senior year, while simultaneously fulfilling their high school graduation requirements. Participating students will earn their high school diploma while also earning a Transfer Certificate consisting of 34 credits at CSM. Aligning with the Blueprint for Maryland's Future, this pilot program for the 2022-23 academic year is open to up to 150 rising seniors from four CCPS high schools: Henry E. Lackey, St. Charles, Thomas Stone, and Westlake.

Student Clubs

The College sponsors several clubs including the Art Club, Criminal Justice, Cybersecurity, Eco-Hawks, EmpowerHer, Engineering, E.X.I.T.O., InterVarsity Christian Fellowship, LaPlata Student Activities Committee (SAC), La Plata Student Association, Leonardtown Student Activities Committee (SAC), Leonardtown Student Association, Math Club, National Society of Black Engineers, Nursing Student Association, Prince Frederick Student Activities Committee (SAC), and Prince Frederick Student Association.

Intercollegiate Athletics

The college's intercollegiate athletics program provides an educational and competitive athletic experience for its student athletes integrating training for the mind as well as the body. CSM believes that athletics promotes, provides and encourages success in both athletics and academics. There are eight intercollegiate teams, four each of men's and women teams, NCJAA Division III.

The intercollegiate athletics program is an extension of CSM's commitment to "...prepare its students and community to meet the challenges of individual, social and global changes" (CSM Mission Statement). The directive therefore is to provide participants with the opportunity to set and achieve personal and team goals, cooperate with others in the spirit of sportsmanship and goodwill and expand their sphere of influence through exposure on the field of competition.

CSM Foundation



The College of Southern Maryland Foundation

The Board endorses the College of Southern Maryland Foundation, Inc., which shall be utilized as a vehicle to solicit, receive and disburse private funds granted to the college in such areas as endowments and scholarships. In accordance with the law, the Foundation shall have other non-tax funds transferred into it to be utilized in areas the Board deems appropriate, such as facility and staff development, facility enhancement, public relations or special projects. Additionally, The President or the President's designee has the authority for final approval of all programs and activities that take place at any college facility by any person, group or organization associated with the college, for purposes of raising funds from nongovernmental sources.

The foundation promotes academic excellence, growth, progress, and the general welfare of CSM by raising and managing funds and providing support to strengthen and develop the college and its objectives. The Foundation serves as the fundraising arm of the college connecting donors and regional partners in support of our students, faculty, programs, and community by cultivating relationships and stewarding assets consistent with our donors' intent.

The CSM Foundation is governed by an 18-member Board of Directors consisting of community leaders, business and industry professionals, a representative of the Board of Trustees, and the college's president. The CSM Foundation has net assets of a little over \$17M. Over the past 10 years, the Foundation has raised \$9.3M in scholarship and program funds and awarded \$6.9M in support of credit and workforce development scholarships and programs. The Foundation has awarded an average of 544 scholarships annually over the past 10 years.

Points of Distinction



A DESTINATION COLLEGE

The College of Southern Maryland is a destination college for residents in Southern Maryland. Points of pride and distinction include the collegial culture on campus, the focus on student success, the numerous community cultural events through the arts and theater offerings, the numerous programs and services for all ages, youth through senior, and the new honors program. The campus community is immensely proud of being recognized as a leader among community colleges.



MILITARY FRIENDLY

As the sixth largest military- and veteran-serving Maryland college or university, CSM serves 700+ students using VA benefits, including current or former military service members, and was designated as a "Military Friendly School" by Victory Media and a "Top School" in the Military Advanced Education Guide to Colleges and Universities.



WORLD CLASS ROBOTICS TEAM

CSM's Talons Robotics Team placed 10th in the World Robotics Championship in 2022 beating teams from Purdue and other top universities. This follows other wins for the Team. They placed 11th in the World in their division in 2019 and placed fifth in the United States; they were one of only three U.S. community colleges to earn a spot at the VEX U World Robotics Championship in 2020 and were one of two community colleges earning global recognition.



ACADEMIC EXCELLENCE

CSM was recognized by the National Security Agency and the U.S. Department of Homeland Security as a National Center of Academic Excellence in Information Assurance.



TRANSFER AGREEMENTS

CSM has 150+ transfer admission agreements with 50+ four-year colleges and universities across the country including University of Maryland, Towson, Salisbury, Virginia Commonwealth, George Mason, UMBC, University of Maryland School of Nursing, and more.



FOUNDATION FOR SUCCESS

More than 1,581 CSM students transferred to 242 different colleges and universities in 2018. Destinations include Maryland's universities and other highly regarded schools across the nation.



CYBERCOM

CSM is one of 14 community colleges and 70 universities selected to participate in the U.S. Military's Cyber Command's (CYBERCOM) new Academic Engagement Network. Through the network, CYBERCOM will collaborate directly with CSM to prepare students for the workforce, increase cyber-applied research and innovation, and expand cyber-focused analytic partnerships to enrich the nation's strategic cyber dialogue.

Key Indicators



Investment in Plant, less depreciation	\$113,858,290
Plant Replacement Insured Value	\$164,207,831
Cost of Operating Physical Plant	\$4,834,356
Deferred Maintenance	\$22,500,000
Endowment / Foundation	\$10,757,828
Total Operating Budget	\$60,963,474
Percentage of Revenue Mix	
Tuition Income:	35.5%
Local:	31.6%
State:	31.3%
Other:	1.6%
Operating Budget per FTE:	\$35,443
Grants	
Federal:	\$25,065,178
State:	\$2,523,284
Foundation:	\$1,081,850
All:	\$28,670,313
Current Tuition per Credit Hour	
Full-time/Part-time:	\$135
Out-of-County:	\$235
Non-[State] resident:	\$301
FTE Student Enrollment:	1,720
% In Developmental Programs:	50.3% (3 year average)
Total Headcount FY21:	14,188
Credit Headcount Fall 2021:	5,177
Credit Student Diversity Statistics:	Asian: 4.1% Black: 26.8 % Hispanic: 8.4% Native American: .3% Non-Resident/Alien: .4% Pacific Islander: .3% Two or more: 7.1% Unknown: 7.1% White: 49.3%



Key Indicators



Credit-free headcount FY21:	5,547
Enrollment in continuing education workforce development courses FY20:	4,825
High School Penetration Rate Fall 2021:	59.0%
Dual Enrollment students as a % of all enrollments for fall 2021:	7.2%
First Year Retention Rate (Fall 2019-2020):	49.9%
First-time, Full-time:	60.1%
First-time, Part-time:	44.6%
Retention of all students:	
Fall 2019 to Spring 2020	71%
Spring 2019 to Fall 2019	49.9%
Retention of Pell Recipients:	
Fall 2019 to Spring 2020	77.7%
Fall 2019 to Fall 2020	52.6%

Key Indicators



Total # of Degrees Awarded (spring 2022):

438

Total # of Certificates Awarded (spring 2022):

136

Top Five Degrees

Arts and Sciences, AA 23.7%

Nursing, AS 16.2%

Business Administration, AS 8.0%

Cybersecurity, AAS (4.8%)

Engineering, AS (4.1%)

Number of Students Transferring to 4-year Institutions Annually:

#Top Five Certificates

General Studies Transfer, Certificate (59.6%)

Accounting: Advanced, Certificate (8.1%)

Accounting: Basic, Certificate (4.4%)

Business Management, Certificate (4.4%)

Cybersecurity, Certificate (4.4%)

Top Five 4-Year Transfer Schools (1,487 in FY20) University of Maryland- Global Campus 25.3%

University of Maryland- College Park 11.0%

Towson University 9.7%

Salisbury University 7.1%

St. Mary's College of Maryland 4.4%

Full-time Faculty

Tenured:

50.5%

Tenure-track Faculty:

3.1%

Part-time Faculty (active FA2021):

322

% Full-time faculty of color

27.3%

Faculty Salary Ranges

Instructor:

\$57,362 - 88,190

Assistant Professor:

\$64,093 - 98,730

Associate Professor:

\$75,074 - \$115,543

Professor:

\$86,000 - \$132,569

Student/Faculty Ratio (for last 2 years):

17:1

Key Indicators

Library Total Volumes: 425,146
Percent of Electronic/Digital Volumes: 91.4%

Intercollegiate Sports
Men's Programs: 4 Baseball
 Basketball
 Golf
 Soccer

Women's Programs: 4 Basketball
 Softball
 Soccer
 Volleyball

As of November 1, 2021 (and reported to IPEDS)

Full-time Faculty: 95
Staff:
 Full-time 374
 Part-time 463
 Executive Staff: 9

Maintenance:
 Full-time: 17
 Part-time: 2
 Security (all full-time): 13

Board of Trustees: The Board of Trustees consists of nine members with equal representation across the three counties. Each member is appointed to a five-year term by the Governor of Maryland.

The Board annually assigns members of the Board to support three primary subcommittees and two ad hoc subcommittees, including the annual nomination of Chair and Vice Chair.

Challenges and Opportunities



- CSM, like community Colleges across the country, has experienced a decline in enrollment exacerbated by the COVID-19 pandemic. Developing strategies and initiatives to reverse the enrollment decline and to increase the rate of retention of current students while simultaneously maintaining and ensuring the financial health and stability of the College, will be a major priority for the next president.
- CSM enrolls approximately 60 percent of the high school graduates in Southern Maryland, and dual enrollment was one of the fastest areas of enrollment growth making up 7.2% of fall 2021 enrollments. The new president will continue to explore increasing early College partnership activities across all school districts.
- CSM is deeply committed to student equity and success and is proud to be an Achieving the Dream College (ATD). The next president will ensure that the College maintains and continues to demonstrate its commitment to equity in every area of the College and continues the progress made as an ATD school.
- CSM has an opportunity to introduce itself to new residents as an educational resource for all residents – youth through seniors – for Southern Maryland. Growth in Southern Maryland with an influx of new residents, changing demographics, and labor market trends require a continuing focus on external partnerships. The next president will build on the successes of CSM in strengthening the College's position as an economic driver in the region and the trainer of choice for workforce training opportunities. **The Velocity Center at Indian Head** is an opportunity to create additional partnerships with the Navy, to scale delivery of competency-based education, and to design initiatives for start-up ventures.
- CSM is a regional College, serving diverse communities with respect to the history and culture, and to demographic characteristics such as age, race, ethnicity, educational attainment, and income levels. The next president will have a highly visible and engaging presence throughout Southern Maryland and will build on relationships with each of the three Boards of County Commissioners and the Southern Maryland Delegation to the Maryland General Assembly in the support of the College and its students.
- The new president will be expected to be aware of the social, environmental, and political changes that impact higher education from funding to enrollment to culture, and be a passionate, visible ambassador and spokesperson for the College.

Challenges and Opportunities



- The College's most recent **Strategic Plan for 2021-2024** has four main goals: to improve student progress and completion; to ensure equity in all programs and services; to build and sustain the regional workforce pipeline; and to foster and sustain a high-performing employee culture. The new president will have the opportunity to work inclusively with the Board and the CSM community to assess the initiatives and results of the plan, and to put into place those processes and procedures to ensure successful outcomes.
- The College enjoys an outstanding reputation in the area and tremendous support from leaders in education, government, business and industry, and non-profit organizations. Changing labor market trends require a continuing focus on curricula and programs. The next president is expected to strengthen the College's position as an economic driver in the region through the expansion of workforce initiatives, brokering mutually beneficial partnerships and coalitions with public and private sector interests.
- Southern Maryland has a generous donor community and the **CSM Foundation** is can assist with scholarships and program support that creates access and innovation. The next president will work collaboratively with a sophisticated fundraising board and staff to ensure access for students to educational opportunity.
- The State of Maryland recently passed legislation that allows for collective bargaining. CSM is among the community Colleges preparing for the potential of negotiating their first collective bargaining contract. The new president will guide the effort to create a fair and equitable contract.
- Like higher education institutions across the country, the pandemic created unexpected changes in how the College delivers instructional programs and services. A highly collegial group, everyone from administrators to faculty, staff, and students, stepped up to serve students. The new president will be a strong communicator and listener, while assessing and managing the current instructional environment in collaboration with stakeholders.
- The Great Resignation has had an influence on all higher education and CSM has not been immune. Talent management and recruitment is a challenge across numerous industries in the region and at CSM. The new president will address the level of employee support across the College and within the new organizational structure to ensure staffing, processes and procedures are in place for success. The new president will have an opportunity to design teams and seek to create parity and seek incentives for recruitment and retention of employees, implementing a succession plan at all levels within the institution.

Professional Qualifications and Personal Characteristics



- An earned doctorate from a regionally accredited institution preferred, with a terminal degree required.
- Demonstrated experience managing a complex, multi-campus institution, preferably in a senior leadership position in a community College.
- Experience with enrollment, unions, working across different counties and cultures with legislators, commissioners, familiarity with accreditation, understanding the political spectrum and changing demographics, national level of involvement to keep track and set trends.
- Demonstrated thorough understanding of and a commitment to the mission of a comprehensive community College
- Significant and progressively responsible leadership and administrative experience in higher education, preferably at a community College
- Higher education faculty experience, with preference for teaching experience at a community College
- Financial acumen to address budget realities in the changing higher education landscape
- A humanistic leader with excellent communication and interpersonal skills; an active listener with a sense of humor who is humble, visible, approachable, engaging, compassionate, and empathetic
- Demonstrated history of supporting initiatives that promote diversity, equity, and inclusion for students, faculty, staff, and constituents, sensitivity to the needs of students and a passion and commitment for student equity and success
- Understanding the changing role and significance of technology in the delivery of education and services for students
- Ability to establish and maintain a positive, collaborative, and transparent relationship with newly formed collective bargaining units
- Demonstrated belief in the value of governance and success in operating within a participatory governance environment
- A record of welcoming diverse opinions to inspire and empower others to engage in a strategic and comprehensive student success agenda using evidence as a guide to decision making
- Demonstrated in-depth knowledge of workforce and economic development and an understanding of the integral role the CSM as an economic driver for the region to meet the workforce needs of area employers
- Ability to advocate successfully on behalf of the College with public, private, and governmental entities and leaders; demonstrates the skills and expertise to raise funds from individuals as well as public and private sources



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SEARCH COUNSEL TO HIGHER EDUCATION

Application Procedures

Completed applications are due by **August 22, 2022**. To ensure full consideration, please submit: 1) a current resume or CV; 2) a cover letter addressing the position; and 3) the contact information for three professional references. Submit your application securely through our website [here](#) or to CSMPresident@rhperry.com.

For Further Information Contact:

Gina Glickman, PhD
SENIOR CONSULTANT
(847) 313-5520

CSMPresident@rhperry.com

Paul G. Doeg
PRESIDENT & COO
(406) 220-2129

CSMPresident@rhperry.com

Mark Koenig
SENIOR ASSOCIATE & DIRECTOR OF
COMMUNICATIONS

CSMPresident@rhperry.com

RH Perry Candidate Policy

RH Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

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The College of Southern Maryland does not discriminate on the basis of race, color, national origin, gender, disability, age, sexual orientation, religion, or marital status in its programs or activities.

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**RH PERRY &
ASSOCIATES**
206 East Chestnut Street
Asheville, NC 28801
www.rhperry.com