



**R.H. PERRY & ASSOCIATES**  
SEARCH COUNSEL TO HIGHER EDUCATION

**EXECUTIVE SEARCH PROFILE**







## WELCOME TO FREDERICK COMMUNITY COLLEGE

Thank you for your interest in the presidency of Frederick Community College. Every community college has a story and a distinct culture. At FCC you will find dedicated faculty and staff on a beautiful campus in an increasingly diverse community. We have been in the business of changing lives for 56 years.

Situated about an hour outside Washington, D.C. and Baltimore, Md., FCC is in a region recognized as one of the best places to live in America. With its small-town charm and big-city feel, the Frederick community offers steady jobs, award-winning public schools and a rich history and geographic landscape.

Our faculty and staff are committed to transforming students and communities through learning. Whether in a traditional classroom setting, online, or at one of our off-site locations, student learning comes first.

When you explore our campus you will find a dynamic institution. Our Classroom Student Center serves as the social hub, where hundreds of students and employees gather daily to mingle at our Cougar Grille. You will see faculty using Smart Board technology, and students discussing the contemporary concerns of the day in our Honors College lounge.

As you stroll across campus, you will also see veterans sharing stories and resources in our new Veterans Center. Or you may witness students rehearsing an original production in our 400-seat theater or smaller BlackBox theater. In our Conference Center you may find a scholar lecturing in our Institute for Learning in Retirement.

Outside, you may find students and faculty stoking the fires in our new energy efficient kiln building – a donation from a former student. And nearby you may hear the crack of a bat as our nationally-ranked baseball team practices on a pristine field.

We invite you to review the qualifications for the position, and consider joining our family so you, too, can share in our community.



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## THE COLLEGE

One of 16 community colleges in Maryland, Frederick Community College has grown from its humble beginnings in 1957, when 77 students took evening classes at a local high school. Today, more than 17,000 students of all ages, backgrounds and aspirations take credit and Continuing Education courses annually on the main campus, at off-site locations including the Monroe Center, Mount Airy College Center for Health Care Education, or online.

With more than 80 programs of study, FCC strives to be an academic leader nationwide, while being a catalyst for economic growth. The College prepares students for the marketplace as they acquire immediate job skills, pursue degrees, or enrich their lives through Continuing Education. About 60 percent of area high school graduates who attend college choose FCC. The College also offers lifelong learning opportunities to area residents. Our enrollment has held steady at a time when declines have become the norm, and we have one of the highest retention rates in Maryland.

The campus structure is divided into three areas: Administration, Learning, and Learning Support. About 1,000 full- and part-time faculty and staff serve the needs of students in and out of the classroom. The college has a vibrant community of online learners and offers three associate degree programs completely online.

FCC is accredited by the Middle States Commission on Higher Education. The College completed its decennial institutional study in 2006. Its reaccreditation was affirmed by the Middle States Commission in June 2006. The next Middle States team visit is scheduled for March 2016.

The campus receives broad community support. Business leaders serve on advisory committees that guide curriculum. Others contribute to student scholarships by donating to the FCC Foundation Inc. And more than 50 community leaders recently demonstrated their commitment to FCC by sharing what they were looking for in the next president.







## QUALITY OF LIFE

Central Maryland provides all the comforts of nature and a sophisticated community. Situated near picturesque Catoctin Mountain, The City of Frederick has a vibrant cultural and culinary landscape that recently attracted the attention of *The New York Times* ([http://www.nytimes.com/2013/08/25/travel/a-food-scene-with-local-roots-sprouts-in-maryland.html?\\_r=0](http://www.nytimes.com/2013/08/25/travel/a-food-scene-with-local-roots-sprouts-in-maryland.html?_r=0)) and Washington Post (<http://wapo.st/1h8FBkU>).

Frederick County is steeped in Civil War history and has a strong farming tradition, yet is close to the big cities of Baltimore and Washington, D.C. In 2012, Frederick County Public Schools scored the highest of any Maryland school district in a state report analyzing educational success. The County has grown 19 percent in the last 10 years, largely due to immigrant minorities moving into the southern end of the county and into Frederick City.

According to the latest U.S. Census data, Frederick County's median household income is \$81,686, while the average cost of a home is around \$235,000, making the County an affordable place to live in the Baltimore-Washington corridor.

There is also an evident commitment to education. Among County residents aged 25 or older, 91 percent graduated from high school, while 36 percent have a bachelor's degree or higher. One of the largest cities in the state, Frederick's population (65,239 residents) is young and increasingly diverse: 7.7 percent are under 5 (versus 6.4 percent nationally), and 20 percent speak a language other than English at home. Just 63.9 percent of the city's population identified themselves as white-only during the 2010 Census; 18.6 percent are African-American (12,144 residents), 14.4 percent are Hispanic (9,402 residents), and 5.8 percent are Asian (3,800 residents). The Hispanic population in the city has increased 271 percent in the past 10 years.







## QUALITY OF LIFE (*continued*)

Home to more than 80 bioscience firms, Frederick County has the second largest hub of bioscience companies in Maryland. FCC is also a next door neighbor to Fort Detrick, the lead medical research laboratory for the U.S. Biological Defense Research Program at USAMRIID. Other bioscience research institutions in Frederick include SAIC-Frederick Inc/National Cancer Institute and the Frederick Innovative Technology Center.

Currently, the Major Employers Group (MEG) of the Frederick County Chamber of Commerce is working to bring a doctoral-level biotechnology course consortium to Frederick by creating the Frederick Regional Higher Education Center.

## FCC STUDENTS

Frederick Community College has been a “learning college” since the late 1990s. Since that time, the College has been creating environments that empower students to explore and construct knowledge for themselves, while participating in technology-rich communities that make discoveries and solve problems.







## FCC STUDENTS (*continued*)

Cultural competency cuts to the heart of our learning mission, and our cross-curricular approach to teaching values diversity as a fundamental component to education. Thirty-four percent of the college's student population identifies as a racial minority. Since 2009, our Hispanic student population has increased by 45 percent and our African American student population has increased 29 percent.

Our **Center for Student Engagement** provides frequent opportunities for student development. Students have the opportunity to expand personal, organizational and civic leadership skills by participating in more than 30 clubs, organizations, and service projects. Leadership development programs include the Honors College and Phi Theta Kappa honor society.

**Student Government Association** leaders meet regularly with students, faculty, staff, and administrators to keep student concerns at the center of college leadership decisions. The Commuter is our digital student newspaper and The Tuscarora Review is our literary magazine, which showcases original artwork, literary nonfiction, fiction, and poetry each semester.

**Students with Disabilities** The Services for Students with Disabilities office provides services including academic advising, individualized accommodation plans, transition coaching, as well as workshops and programs. Students are empowered to become self-advocates as they succeed at FCC and beyond. The SSD office also provides community outreach and collaborates with agencies and resources to meet the diverse needs of students with disabilities.

**Veterans** With its new Veterans Center, FCC is one of six public colleges or universities in Maryland to have a designated space and a full time staff member dedicated to veteran support. Since fall 2012, the number of veterans seeking certification has increased by 34 percent.



## THE COLLEGE COMMUNITY

The campus offers myriad cultural arts events year-round, from art shows to free concerts and FCC-theater productions. FCC maintains a strong partnership with The Maryland Ensemble Theatre in downtown Frederick, and students, faculty, and staff attend theatrical performances free of charge.

Each year, our public library's Frederick Reads program brings nationally known authors to Frederick. As a community sponsor, FCC hosts the featured author for students and community members each April. Previous authors have included Cokie Roberts, Frank DeFord, and Elizabeth Gilbert.

Twice a year the Office for Student Engagement sponsors Co-Curricular Day, an interdisciplinary, daylong speaker series that brings innovative thinkers, artists, writers, and scholars to dialogue with the campus community.

FCC's sports teams – baseball, softball, soccer, volleyball, baseball and golf – are often ranked regionally and many have earned berths to national tournaments. The college's 30+ student organizations host fundraisers and volunteer opportunities to benefit community organizations and causes.

## DIVERSITY

The Office of Diversity manages an annual diversity plan and develops and maintains proactive, campus-wide initiatives. The office promotes multicultural events, workshops, and professional development activities to enhance the College's commitment to cultural competence. Each fall the office has worked with other groups to cosponsor and host a popular annual Latino Festival.

## TECHNOLOGY

Our Center for Distributed Technology is housed within our Center for Teaching and Learning, and supports faculty in maintaining the technological tools, skills and competencies needed in a dynamic learning environment. The Center is a driver for technological innovation at FCC and regularly holds workshops for faculty, staff, and administrators who wish to grow their technology skills. From classroom Smart Boards, to a nursing Simulation Lab, to WiFi access across the campus, technology is integrated across the campus landscape. Faculty and staff have routinely given presentations on innovative projects at the annual League for Innovation conference.

## BUILDINGS AND GROUNDS

Our beautiful campus is maintained by an in-house facilities staff, yet another example of our commitment to investment in the local economy. The development of the 97-acre campus has mirrored the college's enrollment growth. Recent construction projects and highlights include:

- A three-story Enrollment Services Building that includes Admissions, Registration, Student Accounts, Financial Aid, Counseling and Advising, and Enrollment Management.



## **BUILDINGS AND GROUNDS (*continued*)**

- A Classroom Student Center Building that serves as the main hub for college life where hundreds of students congregate in our Cougar Grille, office of Multicultural Student Services, Honors College lounge, game room area, or Center for Student Engagement.
- Our Visual and Performing Arts Center (Building F) that underwent a \$3.3 million renovation project to classrooms, offices and performance spaces. A new Black Box-style theater space with sound-insulated acoustical isolation was built during the renovation process.
- The Monroe Center, a training facility for the college's building trades and Culinary Arts and Hospitality Institute.
- The Mount Airy College Center for Health Care Education, a joint partnership between Frederick, Carroll and Howard community colleges to offer select credit and Continuing Education health care programs.
- 350-space parking deck.

## **HUMAN RESOURCE DEVELOPMENT**

In March 2013, 473 of about 1,000 employees took a survey – Personal Assessment of the College Environment – that measured workplace satisfaction. Results showed a healthy campus climate and employees rated high the campus' focus on students. Employees who took the survey valued their work and their workplace and believed in the college mission.

The College's Human Resources Department regularly holds weekly workshops for employee development. Workshops cover everything from wellness to workplace and life issues. Professional and educational development is valued by the College, and all employees who complete degrees while employed by FCC are awarded with pay increases.

## **FREDERICK COMMUNITY COLLEGE FOUNDATION, INC.**

The FCC Foundation Inc. currently manages assets of \$11,685,545 including \$8,516,420 in endowed funds. In FY 2012-2013, the Foundation and scholarship committee awarded \$392,134 in scholarships to more than 350 students and supported classroom innovation.

## **SUPPORT SERVICES**

### **Adult Services**

The Office of Adult Services offers a variety of services for adults returning to college. Designed to ease the transition into the classroom for those who are returning to begin or complete a degree, acquire marketable skills, or retrain for a new career, the office offers information and referrals to college and community resources. The office also holds workshops and offers special services for single parents, displaced homemakers and Frederick City public housing residents.





## SUPPORT SERVICES *(continued)*

### Career and Transfer Center

The Career and Transfer Center assists students in career and life planning by providing career counseling and job search assistance. The Center also supports students in the transfer process to four-year colleges and universities and in their discernment of majors and career options.

### Multicultural Student Services

The Office of Multicultural Student Services provides a comprehensive academic and social development support program for a diverse student body. Each semester more than 300 students take advantage of the office's special events that fuel camaraderie and resources and programs to help them succeed in and out of the classroom.

### Testing Center

The Testing Center serves multiple student and community populations in need of high-quality testing for college readiness, national certification, assessment accommodations, and academic support services. More than 8,000 academic tests are administered for faculty each year, and employees administer over 530 exams related to national certification, admissions, competency, and accreditation. The Center's primary responsibility is to provide academic placement exams for new students. About 3,330 students took placement tests in math, reading and writing in FY 2013. The Center also offers proctoring services for local companies, generating about \$29,000 in revenue last fiscal year.

## SUPPORT PROGRAMS

**Partnership for Achieving Student Success** is a grant-sponsored program housed in the Office for Multicultural Student Services. PASS provides a summer and winter bridge program for at-risk students as they transition from high school to college.

**Woman-to-Woman Mentoring Program** is an intergenerational program that matches Frederick County women ages 18-35 with professionals on and off campus. Through the one-to-one relationship, students and their mentors navigate a variety of topics including career and life goals, education and family issues.

## ACADEMIC AND CONTINUING EDUCATION PROGRAMS

FCC offers more than 80 areas of study and hundreds of courses in myriad subjects and formats. On the credit side, general studies and business remain the most popular subjects for students. The College offers many opportunities in the allied health care arena including nursing, Certified Nursing Assistant, respiratory care, surgical technology, nuclear medicine technology, phlebotomy, and medical assisting. Some of FCC's allied health programs are offered at the Mount Airy College Center for Health Care Education, a joint initiative with Howard and Carroll community colleges.

Students also pursue the building trades at the Monroe Center, about a 15-minute drive from the main campus. The Monroe Center also houses our popular Culinary Arts and Hospitality Institute, and the 200 Monroe Restaurant run by students at specific times throughout the year. Continuing Education offers programs for professional licensure and certification and personal enrichment. CE includes Kids on Campus, Institute for Learning in Retirement, Writer's Institute, and popular offerings to help entrepreneurs and the business community.



## MAJOR COLLEGE INITIATIVES

Frederick Community College is guided by a recently approved Strategic Plan (2013-2015)

[http://www.frederick.edu/about\\_fcc/strategicplan.aspx](http://www.frederick.edu/about_fcc/strategicplan.aspx).

**FCC's mission statement:** "With teaching and learning as our primary focus, FCC prepares an increasingly diverse student body to complete their goals of workforce preparation, transfer, career development and personal enrichment with quality, innovative lifelong learning. In traditional and alternative learning environments, we anticipate and respond to the needs of our local, regional and global communities."

**FCC's vision:** "We transform individuals and communities through learning."

**Core Values:** Learning, Innovation, Diversity, Excellence, Community and Integrity.

**Completion:** The Maryland General Assembly recently passed legislation to better prepare high school students for college readiness and success (College Readiness and Completion Act of 2013, Senate Bill 740)

<http://mgaleg.maryland.gov/webmga/frmMain.aspx?pid=billpage&stab=01&id=sb0740&tab=subject3&ys=2013rs>.

In addition, one of the strategic goals of the Maryland Association of Community Colleges is for colleges to increase the number of graduates over the next decade. Consistent with the goal, FCC has experienced a positive growth in graduations. During the past six years, the number of graduates has increased 48 percent, from 712 in 2008 to 1,052 in 2013. In FY 2013, 340 more students graduated than in FY 2008. The growth rate during this time was 50 percent for degrees (590 versus 884) and 48 percent (112 versus 166) for certificates. In FY 2013, 48 graduates received multiple awards. The rates of annual growth in 2009 and 2010 were double digits and reduced to 4 percent in 2013.

### Achievement Gap

FCC is committed to closing the achievement gap between students of color and its non-minority students. Another goal is to promote accessibility and achievement of historically under-represented student groups. The College has been successful: In FY 2012-2013, the success-persister rate after four years was higher for African American students (79 percent) than Hispanic (77 percent) and all students combined (77 percent). The gap between Hispanic students and all other students also reached equilibrium. The graduation-transfer rate after four years for African American (65 percent) is similar to all students (65 percent) and seven percent lower for Hispanic students (58 percent).

### Dual Enrollment

The College piloted its first dual enrollment program in partnership with Oakdale High School and offered one course in January 2012. In fall 2013, the College added a course and expanded the program to Tuscarora High School with plans to add additional schools in the coming months. Public high school teachers who teach dual enrollment courses are also FCC adjunct professors.





## MAJOR COLLEGE INITIATIVES

### Workforce Development

Like community colleges nationwide, Frederick Community College is a catalyst for the region's economic vitality – offering dozens of credit and noncredit programs that train students for direct entry into the marketplace after one to three years of study. In addition, FCC partners with Frederick County Workforce Services and other agencies to offer workforce development training and education for adults, English Language Learners, career changers, and job seekers.

### Sustainability

One goal of Frederick Community College's Strategic Plan is to model environmental responsibility. The College employs Green Construction Standards and has integrated recycling into its waste management processes. A recent Forest Conservation and Recovery Plan created the need to make substantial changes to forest that stands on the western part of the campus. State designated invasive species were removed from the forested area, and non-invasive species of trees and shrubs were planted. The new plantings reflect native Maryland species and provide a more diverse habitat for wildlife, birds and plants.

FCC is a member of the Association for the Advancement of Sustainability in Higher Education and was recognized by the organization in 2013 for its new, solar powered kiln building that has become a centerpiece for sustainability education on campus.

### Recent Highlights

- FCC awarded 117 credit certificates in technical and career programs and 871 credit associated degrees in FY12-13, including 321 general education degrees.
- FCC delivered 1,348 not-for-credit Workforce Development/Job Skills Training courses to 9,709 enrolled individuals from across the state in FY12-13.
- FCC has expanded its allied health and wellness offerings and been recognized as a state leader in Nuclear Medicine Technology.
- FCC graduated its largest Honors College class in spring 2013. Many honors students participate in a 25-hour service learning project each semester.

## SELECTED GRANTS AND AWARDS

**Department of Homeland Security** – FCC received a \$1 million grant from the U. S. Department of Homeland Security, Federal Emergency Management Agency, to develop innovative training programs that are national in scope to meet emerging training needs. FCC is using the three-year funding to create the Complex Attacks Situational Awareness Response course—an online and virtual class to help emergency management professionals at the local, state and national levels.



## SELECTED GRANTS AND AWARDS (*continued*)

**Maryland State Department of Education Grant** – Frederick Community College received a \$54,333 grant from the Maryland State Department of Education as part of its Child Care Career and Professional Development Fund. The grant provides funding to students who are in the childcare field and want to pursue a college degree in early childhood education, child development, family studies, or related disciplines.

**Maryland State Department of Labor SCIF Grant** – FCC received a \$96,810 grant to facilitate a consortium of Maryland’s community colleges in partnership with the Industrial Security Awareness Council of Central Maryland. The grant, supported by local economic development agencies, provides a statewide resource for SCIF (Sensitive Compartmented Information Facility) awareness training and education to support BRAC (Base Realignment and Closure) related projects. Through the grant, the College developed a statewide curriculum to help workers upgrade their job skills for SCIF construction projects.

**Community Based Job Training Grant (Department of Labor)** – Frederick Community College received a \$1.9 million grant to develop three new credit program offerings and expand non-credit opportunities in building trades technology including welding, HVAC, electrical, carpentry, plumbing and masonry.

**Mount Airy HRSA** – FCC received a \$1 million federal grant to establish the Mount Airy College Center for Health Care Education in partnership with Howard Community College and Carroll Community College. The three partnering colleges are part of the Mid-Maryland Healthcare Consortium. The grant led to the creation of three new programs: Health Information Technology (HIT), Medical Laboratory Technology (MLT) and Histology Technology (HT). It also funded equipment for a Certified Nursing Assisting (CNA) program and a Dental Assisting (DA) program.

**Maryland Hospital Grant (“Who Will Care”)** – Frederick Community College received a \$402,000 grant to increase student retention in the clinical and/or theory component of the nursing curriculum. The grant also targets preparation for the licensing exam to increase the number of nursing graduates entering the workforce.

## BOARD OF TRUSTEES

Frederick Community College has a dynamic, seven-person Board of Trustees that serves as the policy governance body for the College. Trustees are appointed by the governor and serve five-year terms with three term limits. The trustees bring an impressive array of expertise and leadership experience to the campus. For a summary of their bios visit:

[http://www.frederick.edu/about\\_fcc/trustees.aspx](http://www.frederick.edu/about_fcc/trustees.aspx)





# FREDERICK COMMUNITY COLLEGE

## KEY INDICATORS 2013

Investment in Plant, less depreciation:	\$69,155,685 (per 6/30/13 Balance Sheet)
Cost of Operating Physical Plant:	\$ 6,044,673 (FY14 budget)
Deferred Maintenance:	\$ 453,390 (FY14 Budget)
Endowment/Foundation:	\$11.6 million in total assets
Operating Budget:	\$44,146,338 (FY13 Actual)
Revenue Mix:	41% Tuition/Fees 32% County 23% State 4% Other
Federal Grants:	\$2,074,205 (Does not include financial aid)
Operating Budget per FTE:	\$10,191 (FY13 actual \$44,146,338 / FY13 FTEs 4,332)
Tuition and Fees:	\$134.05/credit
FTE Student Enrollment for fall 2011:	3,798.15
Total Headcount:	8,553
% In Developmental Programs:	52.5
Non-Credit Enrollment:	9,823
Student Diversity Statistics:	1,910 / 32%
% Of Traditional-Aged (17-24) Students:	66
% First generation students:	26
% ESL:	3
% Career Programs:	29
% Transfer:	66
% Courses of interest:	59
% County residents:	93
#Of Graduates (certificates and degrees)	989 (FY12- 13)
# Of Students Transferring to Four-Year Institutions Annually:	750
Retention Rate from Fall 2012 to Fall 2013	47%
% Increase in Graduation rate 2008-2013	48



# FREDERICK COMMUNITY COLLEGE

## KEY INDICATORS 2013

(Continued)

% Graduation/transfer rate after four years	All students 65 African American 65 Hispanic students 58
Number of Full-time Faculty: Number of Part-time Faculty: Faculty Diversity: # Administrators: # Instructional Staff: # Other Staff:	98 477 14% 56 51 421
Average Faculty Salaries: Starting Salary:	\$68,771 \$50,000-55,000
Fall 2013 Student/Faculty Ratio (full and part time)	15/1
Library Volumes: Percent of Electronic Volumes:	48,910 66
# Sports Programs: Men: Women:	8 Baseball, Basketball, Soccer, Golf Softball, Basketball, Soccer, Volleyball
Affinity Groups:	Faculty Association, Support Personnel Association, Administrative Staff Association
Board of Trustees:	7 appointed (five-year terms, up to three terms)





## THE OPPORTUNITY

The next President of Frederick Community College will have the opportunity to build on the 56 years of accomplishments of previous presidents. The mission statement is the College's guiding principle: "With teaching and learning as our primary focus, FCC prepares an increasingly diverse student body to complete their goals of workforce preparation, transfer, career development and personal enrichment with quality and innovative learning. In traditional and alternative learning environment, we anticipate and respond to the needs of our local, regional, and global communities."

The Board of Trustees is committed to move the College forward, serve the learning needs of the students and community, work in partnership with the local business community, continue and expand relationships with the high schools to increase dual enrollment, promote programs and services to all citizens, and inform the community about the many positive accomplishments of the College.

Economic growth continues in the areas of healthcare, bio-tech, and other technology-based fields. The College is adjacent to Fort Detrick, a major military installation, and the Federal National Laboratory for Cancer Research, providing opportunities for substantial future relationships. FCC is in a growing area of Maryland and has outstanding support from the community and local officials.

The College is building on its successful relationships with area high schools, serving 60 percent of those students who move on to colleges and universities. The College collaborates with local peer institutions Hood College and Mount St. Mary's University. In addition, plans are underway for a Higher Education Center in Frederick that will offer graduate degrees.

Living in Frederick County provides the advantage of a vibrant downtown Frederick City and remarkably beautiful surroundings. The county is located between two major cities: Baltimore, Md., and Washington, DC. The growing population is diverse. Maryland and Frederick County have demonstrated a continuing financial commitment to education as evidenced by Maryland's ranking as the number one state for public education. National Teacher of the Year Michelle Schearer is with Frederick County Public Schools.

## GOALS AND EXPECTATIONS

The next President of Frederick Community College will have evidence of success in these and/or comparable areas. As the leader and manager of the College, she or he will be expected to:

- Demonstrate a deep commitment to the College's mission.
- Partner with the Board of Trustees to develop a strategic plan focused on student access and success; collaborate with faculty and staff to articulate a strategic vision to prepare the College for the future.
- Be responsive to a diverse community; understand the needs of a diverse student body including international students; support faculty and staff diversity; be committed to equal opportunity and affirmative action.
- Develop working relationships with local, state, and federal elected officials to continue support of the college's students; work cooperatively with the other 15 Maryland community college presidents to advocate for state support.



## GOALS AND EXPECTATIONS (*continued*)

- Manage the operating and capital budget based on the mission, vision, and values of the College; create an understanding of budget issues to employees; identify innovative ways to deploy existing budget to achieve more value and improved outcomes.
- Encourage and support the professional development of employees, keeping the College focused on student success strategies.
- Be visible and accessible, a listener and responder, and an effective internal and external communicator.
- Continue and expand community, business, and educational relationships; respond to the workplace needs and support the vibrant local and regional economies.
- Aggressively pursue additional sources of funds: grants, private donations, partnerships and entrepreneurial endeavors which yield resources; build on the current endowment.
- Support shared governance across all affinity groups within the environment of a Learning College and employ cross-functional thinking and actions to reach goals and objectives.
- Develop transparent approaches to decision-making based on learning all sides of the issues; use accurate data; conduct open communication with all stakeholders.
- Acknowledge the accomplishments of administrators, faculty, staff and students.
- Apply technology effectively to achieve administrative efficiency and improved student success.
- Improve and align processes and procedures to facilitate more effective results.
- Build a cooperative and effective executive team capable of working with internal and external stakeholders.

## PROFESSIONAL AND PERSONAL QUALIFICATIONS

The Board of Trustees seeks a President who is innovative and forward looking, a person dedicated to academic excellence and committed to Frederick Community College for the long term. The Board seeks a President who embraces its resolve to making FCC one of the best community colleges in the nation. She/he will have demonstrated success as an advocate for the College at the local, state, and federal level.

The next President will be proactive in moving FCC forward in academic and workforce programs and courses, in student retention and completion, in the utilization of technology in academic and systematic processes, and in the professional development of faculty and staff.

Ideally, the President will have demonstrated the following in his or her career:



## PROFESSIONAL AND PERSONAL QUALIFICATIONS (*continued*)

- Expertise working with the Board Policy Governance Model.
- Experience in leadership, senior administration and management, preferably at a community college.
- Engagement of students, faculty, staff, and administrators to share their creativity, innovations, and proactive changes to facilitate growth and improvements.
- Expedient action to move a college forward and insightful flexibility; demonstrated awareness of the evolving macro environment; creation of a vision and strategic plan to effectively respond to changes by working with the Board and other stakeholders.
- Successful fundraising by reaching out to alumni, corporate sector, and private donors.
- Effective communication skills – using different methods and technologies –demonstrated by careful listening and articulation of the college’s mission to internal and external audiences; motivational skills that lead audiences to support and implement a college’s mission, values, and vision.
- Successful experience creating and managing operational and capital budgets, fairly and transparently.
- Advocacy for college support from local, state and federal legislators; a collaborative style with other presidents in his/her state to improve support for community colleges.
- Experience in reducing barriers to student success, such as policies, costs, and personal barriers.
- An earned terminal degree (PhD, Ed.D, DMgt, J.D.) from a regionally accredited institution is preferred; teaching experience is preferred.





## APPLICATION PROCEDURES

The review of applications begins **January 17, 2014** and will continue until the position is filled. To ensure full consideration, materials should be received by that date. Candidates should e-mail, as MS Word or Adobe Acrobat attachments, 1) a cover letter that addresses the Goals and Expectations identified as critical by the Board of Trustees, the employees, the students, the elected officials, the Foundation board and community members; 2) a current résumé; and 3) the names and contact information for three professional references to: [Frederick@rhperry.com](mailto:Frederick@rhperry.com).

## FOR FURTHER INFORMATION, PLEASE CONTACT:

**ELIZABETH (LIZ) ROCKLIN**, *Senior Consultant*

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OR

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## POLICY

R. H. 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.

### **Frederick Community College Notice of Nondiscrimination**

*Frederick Community College prohibits discrimination against any person on the basis of race, religion, gender, color, national origin, ancestry, age, sexual orientation, marital status, physical or mental disability of otherwise qualified individuals and any other category protected by federal, state or local law.*

[www.frederick.edu](http://www.frederick.edu)



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