



POSITION DESCRIPTION
FOR THE POSITION OF

PRESIDENT

HARFORD COMMUNITY COLLEGE

MAY 2020



CONFIDENTIAL

POSITION



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POSITION
President

ORGANIZATION
Harford Community College

REPORTS TO
Board of Trustees

LOCATION
Bel Air, Maryland

WEBSITE
www.harford.edu



Since 1957, Harford Community College has provided a world-class, affordable education to a diverse range of students.

Harford is a comprehensive community college offering more than 90 degree and certificate programs of study, along with a wide array of community programming. Through a “2+2” partnership with Towson University’s Northeast Maryland Extension (TUNE), students can complete their first two years at Harford and go on to earn a bachelor’s degree in one of nine areas of study from TUNE, which operates across the street from Harford’s main campus in Bel Air, MD. Each year, Harford serves nearly 1,500 full-time and 7,000 part-time credit students, and approximately 10,000 noncredit students. While most instruction occurs on the main campus in Bel Air, additional credit and noncredit courses are offered at several off-site locations.

HCC regularly partners with the local public and private sectors, which ensures the College’s course offerings remain relevant to students and responsive to the economic needs of the region. Frequent partners include Aberdeen Proving Ground, Harford County government, Harford County Public Schools, and University

of Maryland Upper Chesapeake Health. In 2018, Harford partnered with Harford County government and the local business community to begin work on Harford at Edgewood; this initiative aims to expand educational options and promote economic growth in southern Harford County, which experiences significant disparities in income and opportunity compared to the rest of the county. Since 2019, the College has also partnered with Harford County Public Schools on the North Star program, which provides dual-enrollment opportunities to ensure all high school students graduate with some college or career experience.

The College is governed by a nine-member Board of Trustees, appointed by the governor of Maryland. Several trustees are former community college students, and that personal connection strengthens their dedication to supporting the growth and success of HCC. Harford is part of the Maryland Association of Community Colleges (MACC) consortium, which acts as a unified voice for Maryland’s 16 community colleges. The Maryland Higher Education

Commission (MHEC) is the state’s higher education coordinating board, responsible for establishing statewide policies for Maryland public and private colleges and universities and for-profit career schools; MHEC also administers financial aid programs that affect students on a statewide basis. Harford Community College is accredited by the Middle States Commission on Higher Education (MSCHE), and is currently undergoing the reaccreditation process, which will culminate in a MSCHE site visit in Spring 2021.

Located in northeastern Maryland, just 35 miles outside of Baltimore and within driving distance of Philadelphia, Wilmington, DE and Washington, DC, Harford Community College offers a globally-focused education in an intimate and individualized setting. Whatever a student’s goal—transfer to a four-year institution, trade certification, a midlife career change, personal enrichment, and everything in between—HCC is uniquely positioned to help them achieve it.

MISSION

Grow. Achieve. Inspire. Contribute.

VISION

Strive for:

- Satisfaction: Demonstrate excellence in all we do as measured by those we serve.
- Completion: Do what it takes for students to achieve their goals.
- Success: Prepare all constituents to make a positive impact and inspire change in the world.

Effective July 1, 2019, the Board of Trustees approved a new five-year strategic plan, which includes new mission, vision, and values statements. The plan was developed by a cross-functional team of employees, with broad input from others on campus as well as local leaders in business, public education, and government.

VALUES

Agency

- We trust the capacity of individuals to act both independently and collaboratively in carrying out their job responsibilities and to make informed decisions based on diverse perspectives and data.
- We are courageous in our decision-making.
- We are accountable for the decisions we make and appreciate that self-reflection is a learning opportunity.

Equity and Inclusion

- Our shared purpose unites us, and our diversity strengthens our actions.
- We intentionally engage many voices and seek to understand existing inequities before taking action.
- We bring open minds and appreciation of backgrounds, expertise, talents, and experiences to every conversation.

Communication and Collaboration

- Honesty, integrity, and clarity are the foundation of our communications.
- We practice civil discourse: we listen more, talk less, and say what we mean.
- We work toward common understanding.
- We lead by example, appreciating that our actions are more powerful than our words.
- We work in and across teams to accomplish our shared goal of student success.

Respect

- We act in the best interests of our students.
- We consider the perspectives, feelings, wishes, rights, and traditions of others.
- We are kind and courteous in our interactions and engage in courageous conversations for the betterment of our students, our College, and ourselves.
- Our expertise and contributions are valued, and as such we are happy and productive.



Innovation

- We encourage creative thinking and taking chances in the pursuit of excellence.
- We let our curiosity propel us toward new, smarter ways of working and serving our students.
- Our agility enables us to be responsive to each other, our students, and the competitive environment.
- For more on the College's new five-year strategic plan, see here.



ACADEMICS



The College's academics are organized around five distinct divisions, which offer a wide range of credit and noncredit programming for those seeking a degree or certificate, career advancement, job training, or personal enrichment.

Arts and Humanities

Art + Design, Arts Management, Communication Studies, English, History, Mass Communications, Music, Philosophy, Photography, Theater

Behavioral and Social Sciences

Anthropology/Sociology, Community Health Promotion, Criminal Justice, Exercise Science, General Studies, Geospatial Technology, Paralegal Studies, Political Science, Psychology, Social Work, Teacher Education

Community Education, Business & Applied Technology

Accounting, Additive Manufacturing, Agricultural Studies, Business Administration, Business Management, Computer Aided Design and Drafting, Computer Information Systems, Cyber Defense, Health Information Technology, Engineering Technology, Information Assurance and Cybersecurity, Information Systems Management, Marketing, Medical Office Assistant, Technical/Professional Studies, Adult Basic Education, ESL, GED, Workforce Development, Community Education, Youth Programs and Camps



Nursing and Allied Health Professions

Medical Assisting, Nursing, LPN to RN, Patient Care certifications (CNA, Dental Assistant, EMT, Histologic Technician, Paramedic, Phlebotomy Technician, Physical Therapy, etc.)

Science, Technology, Engineering and Math

Biology, Biotechnology, Chemistry, Computer Science, Engineering, Environmental Science, Environmental Technology, Mathematics, Physics

[Programs of Study](#)

[Noncredit Programs](#)



STUDENT LIFE

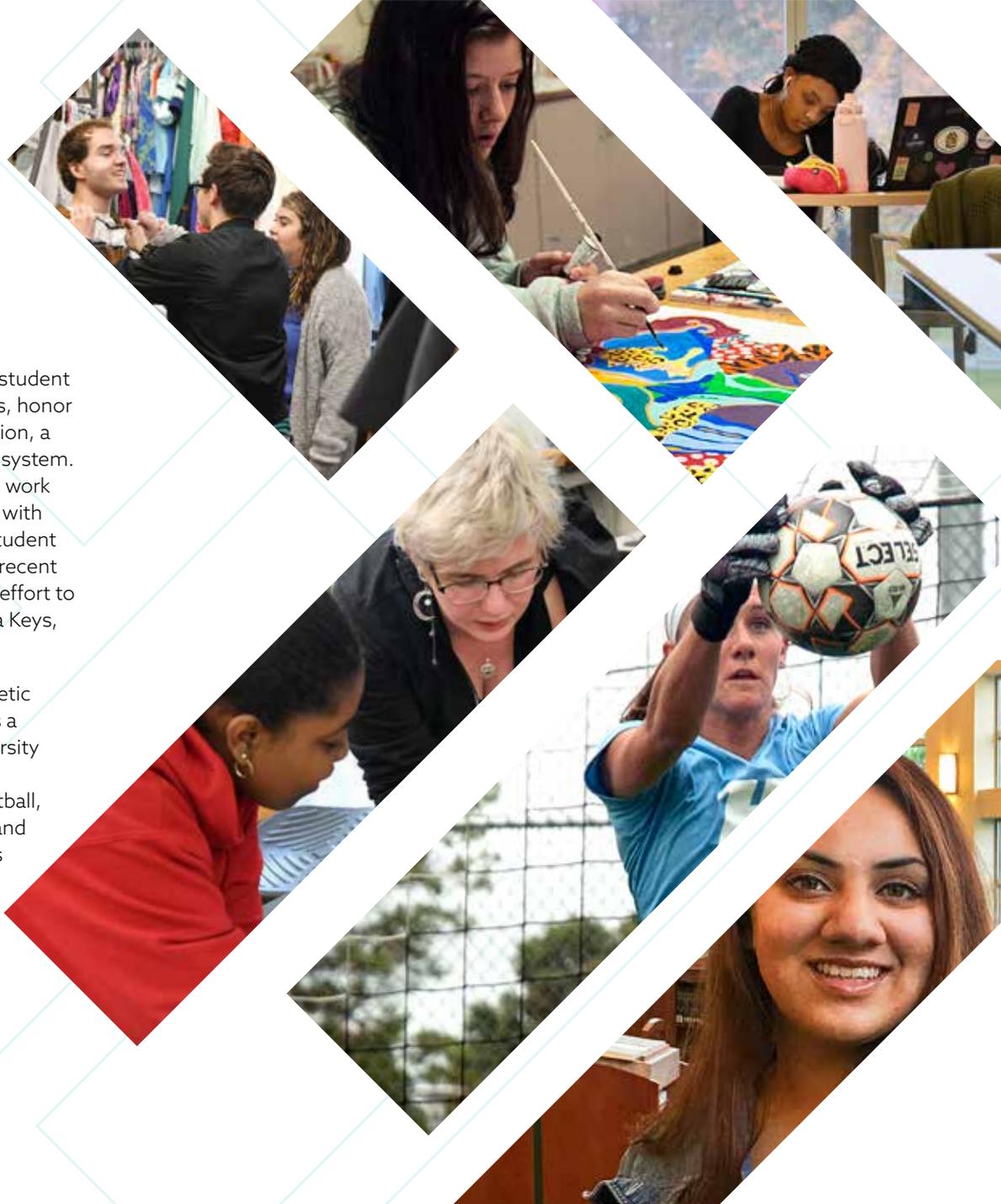


Harford Community College prides itself on offering students the full collegiate experience.

The College is home to more than 35 registered student organizations, which comprise a number of clubs, honor societies, and the Student Government Association, a co-equal member of HCC's collegial governance system. Interested students also have the opportunity to work on the nationally-recognized Owl Magazine, and with College-run radio station WHFC. The Office of Student Life regularly sponsors alternative break trips; in recent years, students have volunteered their time and effort to communities in need in New Orleans, the Florida Keys, and Rome, Italy.

As a member of the National Junior College Athletic Association, Harford also offers student-athletes a chance to compete at the Division I level in 13 varsity sports (men's baseball, basketball, cross country, lacrosse, soccer, and tennis; and women's basketball, cross country, lacrosse, soccer, softball, tennis, and volleyball). These teams compete in the NJCAA's Region 20 and the Maryland Junior College Athletic Association (MDJUCO) Conference.

harfordathletics.com



THE COMMUNITY



The next president of Harford Community College will make their home in Harford County, a vibrant and thriving region of northeastern Maryland.

Located just 35 miles from downtown Baltimore, Harford County offers communities for all lifestyles—from the sprawling farms and rambling hills of northern Harford County, to the waterfront views of the Chesapeake Bay in Havre de Grace, to the idyllic small-town charms of the county seat of Bel Air.

Downtown Bel Air is one of 22 designated Arts and Entertainments Districts in Maryland, a 99-acre district that boasts concerts, art galleries, dance performances, theater, festivals, and holiday and cultural events. Harford County offers year-round entertainment options, including the Fiore Wine and Jazz Festival, the Darlington Apple Festival, the Liriodendron Mansion, the Ladew Topiary Gardens, and Rocks and Susquehanna State Parks. Residents of Harford County are also able to enjoy the amenities of a major metropolitan center in nearby Baltimore.

www.visitharford.com



Harford's next president will inherit a college with a solid foundation and an upward trajectory. They will be expected to expand that foundation and maintain that trajectory, while working toward the following institutional priorities:

Provide a Visible and Strong Leadership Presence

Harford Community College is a dynamic institution with deep roots in the region and significant stakeholders both on- and off-campus. As Harford moves into its next phase, strong and visible leadership will be needed. The next president of Harford Community College will work within the county and state to bolster the College's ties to the community, and to unite and inspire employees and students around the mission, vision, and values of the institution.

Reporting directly to the Board of Trustees, the president has general control over all phases of the operation of Harford Community College. The president is responsible for the conduct of the College, which includes developing procedures and establishing all practices to interpret and implement the Board's policies. The president is also responsible for the administration, supervision, design, and organizational structure of all College divisions and units.

Articulate an Inspiring Path Forward for Harford Community College

HCC is a point of pride for Harford County, and has earned its reputation as a student-centered institution distinguished by small class sizes, innovative curricula, and dedicated faculty and staff. In recent years, the College has further expanded its course offerings, pursued additional community partnerships, and revitalized its physical campus through a number of capital improvements. The next president of Harford Community College will lay out a plan for the College's future that respects the College's past—and the foundational work that has contributed to its success. The next president of Harford Community College will inspire College stakeholders to act on the shared ideals codified in the new strategic plan and enhance the College's efforts to serve the evolving needs of students, employees, and the larger community at an unprecedented moment in the national higher education landscape.

Strengthen Enrollment, Retention, and Graduation

HCC is a premier community college in northeastern Maryland and, along with TUNE, is the only institution of higher education in all of Harford County. While the College has historically enrolled approximately 25-35% of recent Harford County Public School graduates each year, demographics are shifting and it is imperative to explore and implement new strategic enrollment measures. Fluctuations in enrollment have had a deep impact on the College during a period of diminished state

funding; at the same time, Harford has been successful in increasing graduation rates, and is already developing innovative enrollment, retention, and completion strategies through its work with Achieving the Dream (2018-2021). The College also applies predictive analytics to these challenges using the HelioCampus data visualization platform. The next president of Harford Community College must continue this work, with a particular focus on increasing enrollment and retention among both traditional-aged students and adult learners.

Practice Fiscal Stewardship

With a sound financial foundation and no debt service requirements, Harford Community College is poised to build a financial model for the future. The next president must work with the Chief Financial Officer, the Board of Trustees, and other stakeholders to help the College develop a long-term financial strategy with a balanced budget and strong fund balance. The next president must also work toward revenue enhancement on the College's behalf through fundraising and related efforts. County and state officials, as well as civic leaders, are crucial external constituents—the president must reach out to these groups to strengthen support for the College and execute the College's future plans.



The next president of Harford Community College must possess an advanced degree and significant higher education senior leadership experience (commensurate government, non-profit, or private sector experience may also be considered).



Other preferred qualifications include:

- » Demonstrated embrace of inclusive and accountable leadership, including the ability to inspire trust, promote a culture of open communication, and empower employees to lead and implement change.
- » Experience within a system of shared governance that includes students, faculty, staff, and administrators.
- » Demonstrated ability to articulate and inspire a shared vision for a large, diverse, and dynamic organization.
- » Demonstrated financial acumen, including budget management and revenue enhancement, with a history of ethical and transparent spending as an effective steward of the taxpayer dollar.
- » Demonstrated track record of fundraising from both public and private sources, including those not traditionally approached by community colleges.
- » Familiarity with the challenges facing higher education generally and community colleges in particular, and demonstrated ability to anticipate, manage, and overcome these complex obstacles.
- » Strong communication skills, including experience as the visible, public representative of a large organization.
- » Demonstrated experience with a diverse public, including civic leaders, elected officials, business owners, and others outside the traditional higher education market.
- » Varied higher education experience that may include prior full-time teaching experience or work in other administrative roles.
- » Practical knowledge of institutional assessment and accreditation.
- » Experience with data analytics in areas such as enrollment management, financial planning, marketing, and/or strategic planning.
- » Demonstrated commitment to student-centered leadership that promotes educational excellence and supports co-curricular activities such as intercollegiate athletics.
- » Demonstrated familiarity with funding, contracting, monitoring, and completion of major capital projects.

PERSONAL and PROFESSIONAL QUALITIES

- » Ability to build consensus through inclusive practices that make stakeholders feel heard and respected.
- » Enthusiasm for collaboration and partnering with others at all levels of the institution.
- » Active listening and open-mindedness toward new and diverse perspectives.
- » Ability to lead through both word and action.
- » Authenticity and sincerity.
- » Integrity and professionalism in all matters.
- » Congeniality and the ability to build relationships with those from all walks of life.
- » Honesty and transparency.
- » Reliability, consistency, and accountability.
- » Approachability and accessibility.
- » Patience and pragmatism.



MANAGEMENT SKILLS Demonstrated ability to:

- » Communicate openly and effectively with internal and external constituents, including the Board of Trustees, faculty, staff, current and prospective students, and business and community leaders.
- » Recognize strengths in others and delegate tasks appropriately to best serve the needs of students and the institution.
- » Build and engender trust and unite constituents around a shared set of goals, values, and ideals.
- » Synthesize large amounts of data and information, and articulate it into an actionable plan.
- » Set realistic timelines and expectations for large-scale initiatives, conduct periodic checks, and adjust accordingly.
- » Demonstrate respect for personnel procedures and ensure openness in the hiring process.

EXPECTATIONS

Metrics used to gauge success in this role after one year include:

- » Establishing and maintaining a culture of trust, respect, open communication, transparency, and collaboration with all internal stakeholders, particularly the Board of Trustees and faculty.
- » Managing talent through team-building and professional development, evaluating current needs and anticipating future ones (including succession planning).
- » Promoting an inclusive culture that fosters job satisfaction and high performance among faculty, staff, and administrators.
- » Maintaining and enhancing relationships with community partners and making progress on key joint initiatives.
- » Applying strategic enrollment tactics to boost enrollment, retention, and completion.
- » Advancing fundraising and other revenue-generating ventures through work with the Harford Foundation and other stakeholders.
- » Applying self-evaluation tools to discern how well first-year presidential objectives have been accomplished.

APPLY



Diversified Search has been retained by Harford Community College to assist in this search process. Candidates should provide a resume or curriculum vitae and letter of interest that addresses the responsibilities and qualifications described above. Review of applications will begin immediately and continue until an appointment is made. All inquiries, nominations, and expressions of interest will be held in strict confidence. Application materials, nominations, or inquiries should be sent electronically to HarfordPresident@divsearch.com.

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