

**RH PERRY & ASSOCIATES**  
SEARCH COUNSEL TO HIGHER EDUCATION



# Montgomery County Community College

EXECUTIVE SEARCH PROFILE

**PRESIDENT**

# Contents

PAGE

3

The Opportunity

4

Overview

6

Accreditation

7

Academic Programs, Degrees, & Certificates

8

Location & Campuses

9

Athletics

10

Board of Trustees

11

Key Indicators

13

The Position

15

Challenges & Opportunities

16

Expectations

17

Qualifications & Characteristics

18

Application Procedures





# The Opportunity

The Board of Trustees of Montgomery County Community College invites confidential applications and nominations for its next president. The ideal candidate will be a visionary and transformative leader who possesses the experience and demonstrates the skills necessary to motivate, inspire, and unify a team of highly qualified and dedicated faculty and staff in providing quality programs and services to the College's students and the communities the College serves.



the  
portal



# THE COLLEGE

## Overview

Founded in 1964, Montgomery County Community College (Montco) has grown with the community to meet the lifelong learning needs of Montgomery County residents, visitors and businesses. Montco is known for academic excellence based on the successes of more than 65,000 alumni; Montco has been recognized multiple times for its award-winning faculty and for being the most technologically advanced community college in the country.

Montco is committed to the success of its students. Montco fosters a welcoming and consistent environment in which students can pursue their individual goals. Guided by personalized supports, students can participate in a broad set of academic opportunities that prepare them for success beyond Montco.



# Overview



**Montco's commitment to student success is at the core of the work of its dedicated faculty and staff who go above and beyond to provide the best educational experience for students, as the results show:**

- Montco's students who earn associate degrees seamlessly transfer to many public and private colleges and universities throughout the region.
- More than two-thirds of Montco's career graduates are employed in their fields of study.
- Montco's Health Sciences Program graduates consistently exceed the average national pass rate on their professional certifications; in fact, in many programs, 100 percent of the graduates pass the certification exams on the first attempt.
- Many of Montco's graduates live and work in Montgomery County, contributing to the vitality of the economy and community.
- More than 70 percent of students successfully transfer to other institutions after earning their associate degrees at Montco.
- Montco offers several programs to help students accomplish their individual goals including Career Services, Disability Services, Academic Advising, Tutoring, Child Care, Veterans Resource Center and more.
- To ensure student success, Montco has frozen tuition rates for three consecutive years and has awarded more than 500 scholarships in 2018-2019.

As a member of the Achieving the Dream National Network (ATD), Montco is constantly honing research-based strategies that support student success. Montco was named as an Achieving the Dream Leader College in 2011 and was recertified as a Leader College in 2014 and 2019. Montco earned the prestigious Leah Meyer Austin Award in 2014—the highest distinction a college in the ATD Network can earn. According to ATD, the award is given annually to a college that employs a holistic approach to reducing equity gaps between student groups and increasing success for all.

In addition, Montco has been named to the national President's Higher Education Community Service Honor Roll several times for fostering civic engagement among students. Second Nature recognized Montco for institutional excellence in climate leadership in 2011 and 2014. Montco was named a military-friendly school by Military Times' Best Colleges in 2017 and 2018 and was recognized as a PNGAS Guard Friendly School in 2019 by the Pennsylvania National Guard Associations.

Montco also was named one of the Most Promising Places to Work in Community Colleges by *Diverse: Issues in Higher Education* for four consecutive years and was ranked as one of the best employers in Pennsylvania by *Forbes*. Most recently, Montco was selected as one of the 2020 Top 10 Bellwether Finalists for its 24/7 Tutoring Initiative.

# Accreditation

*Montco is fully accredited by the Commission of Higher Education of the Middle States Association of Colleges and Secondary Schools.*

# Mission Statement

*Serve the educational, workforce, and cultural needs of our students and County communities by creating innovative, sustainable, and meaningful learning experiences and programs that afford access to and drive the success of our students both at the College and beyond their experiences here.*

# Vision

*Montgomery County Community College will be highly valued as a key community partner that further advances the growth of a vibrant, increasingly diverse Montgomery County. Montgomery County Community College will be viewed as the region's hub for serving students and our communities with meaningful educational experiences, workforce solutions, and cultural opportunities.*

# Equity Statement for Student Success

*Montgomery County Community College is committed to ensuring that all students receive what they need to be successful through the intentional design of the college experience.*



# Academic Programs, Degrees, & Certificates



Montco's comprehensive curriculum includes more than 100 associate degree and certificate programs. The programs focus on in-demand and emerging careers, providing not only classroom instruction but also practical, real-life experiences. Students may take classes on campus, online or as a hybrid of the two. Montco also offers an Honors Program that provides students with an enriched academic experience.

After graduating with their associate degrees from Montco, students are ready to start new careers or to continue their education. If they plan to continue their studies, their programs will transfer seamlessly to many four-year colleges and universities. Montco has agreements with more than 35 transfer partners. Montco's programs prepare students to enter fields such as:

- Business
- Culinary and Hospitality
- Engineering and Technology
- Liberal Studies
- Public and Social Services
- Creative Arts
- Education
- Health Care
- Science and Math

Montco's unique University Center partnership with several prestigious four-year institutions allows students to obtain their bachelor's, master's and doctoral degrees on Montco's campuses.

Montco also has a robust Dual Enrollment Program, offering students as young as 15 years old opportunities to earn transferable college credits before graduating from high school.

Montco's award-winning Gateway to College Program helps at-risk students complete their high school diploma requirements at Montco while simultaneously earning college credits toward their associate degrees or certificates. Since the program started in 2013, Gateway has enabled more than 150 students to earn their diplomas. Montco collaborates with 19 area school districts and several community partners to transform the lives of these students through this program.

# Location & Campuses



Montgomery County, the third largest county in the Commonwealth of Pennsylvania, is expansive and diverse and includes suburban residential communities in proximity to Philadelphia County, large farms in its northern and western sections, and several small urban centers. Montco's **Central Campus** is located in Blue Bell, approximately 25 miles northwest of Philadelphia on the Route 202 technology and industrial corridor. Montco's **West Campus** is located in Pottstown at the converging borders of Berks, Chester, and Montgomery Counties. Pottstown is approximately 40 miles northwest of Philadelphia and 20 miles southwest of Reading. In Lansdale, **The Culinary Arts Institute** of Montgomery County Community College (CAI) is located approximately 30 miles northwest of Philadelphia.

In addition to the previously mentioned sites, Montco offers **online classes** through its Virtual Campus. Launched in 2013, the Virtual Campus ensures that students taking online classes have access to Montco's resources, courses and select areas of study.





# Athletics



The Athletic Program at Montco challenges student-athletes to be the best they can be both physically and mentally. Student-athletes have the opportunity to perform in their chosen sport at a high level of competition as an integral part of their education, learning such valuable skills as teamwork, leadership, and time management, among others, that enable them to succeed in college and during their careers.

Montco has three intercollegiate men's teams, four intercollegiate women's teams, and intramural sports on its Central and West campuses. Men may participate in baseball, basketball, or soccer; women may choose from basketball, soccer, softball, or volleyball. The men's basketball team recently received votes toward a national ranking by the NJCAA DIII Men's Basketball Poll Committee.

In the 2018-2019 Academic Year, 27 student-athletes were named to EPAC All-Academic Team (3.25 GPA or higher), 14 student-athletes were named to EPAC All-Conference Teams, and five student-athletes were named to NJCAA All-Region Teams.

In spring 2020, Montco will kick-off the inaugural season of Mustangs eSports, a coed program in which teams will be competing at Montco's Mustangs eSports pavilions at both its West and Central campuses. ESports, or electronic sports, is a form of competitive multiplayer video gaming in which teams play against each other in single games or tournament events.





# Board of Trustees

Funded by Montgomery County, the Commonwealth of Pennsylvania and student tuition, the College is governed by a 15-person **Board of Trustees** appointed by the Montgomery County Commissioners. The Trustees serve six-year renewable terms.


Montgomery County  
Community College






# Key Indicators

	Investment in Plant, less depreciation	\$151,504,871
	Plant Replacement Insured Value	\$269,590,642
	Cost of Operating Plant	\$1,729,743
	Deferred Maintenance	\$565,125

	Endowment & Invested Funds	\$12,518,736
	Total Operating Budget	\$86,854,033
	Revenue Mix	Tuition/Fees: 51%    Local: 20% State: 23%            Other: 6%
	Operating Budget per FTE	\$13,428
	<b>GRANTS</b>	
	Federal	#15 // \$2,030,900
	All	#44 // \$3,502,221
	<b>CURRENT TUITION</b>	
	Montgomery County Resident	PT: \$191/credit hour FT Semester: \$2,292 (assuming 12 credits)
	PA Out-of- County Resident	PT: \$345/credit hour FT Semester: \$4,140 (assuming 12 credits)
	Non-PA Resident	PT: \$499/credit hour FT Semester: \$5,988 (assuming 12 credits)

	<b>FTE STUDENT ENROLLMENT</b>	
	Total Headcount	6,468 16,485 (excludes non-credit)
	Student Diversity Statistics	Asian: 6.24% Black: 13.28% Hispanic: 7.41% Native American: 0.27% Non-Resident/Alien: 1.35% Pacific Islander: 0.15% Two or more: 3.43% Unknown: 6.48% White: 61.40%



# Key Indicators

	First-Year Retention Rate	80.03% first-time, full-time (degree-seeking) 63.78% first-time, part-time (degree-seeking)
	Total Number of Degrees Awarded in 2019	1,458
	Number of Students Transferring to 4-year Institutions Annually	26% (per IPEDS definitions; may include a small % of two-year transfers) 16.7% (per VFA Two-Year Outcomes Main Cohort definitions; may include a small % of two-year transfers)
	<b>FULL-TIME FACULTY</b>	
	Tenured	159
	Part-time Faculty	622
	Student : Teacher Ratio	16:1
	Library Volumes	Print
	Percent of Electronic Volumes	eBooks; electronic databases
	#Varsity Sports	8 Varsity Sports 4 Women's (Basketball, Soccer, Softball, Volleyball) 3 Men's (Basketball, Soccer, Baseball) 1 Co-ed (eSports)
	<b>UNIONS</b>	
	Faculty Staff	Pennsylvania Federation of Teachers and American Federation of Teachers for both the Faculty and the Support Staff Unions
	Administration	Administration is not part of a union. Public Safety is not part of a union.
	What is Outsourced	Food Service; management for custodial and maintenance supervisors at Central Campus in Blue Bell (staff are College employees)  Security at the West Campus in Pottstown (this is not an all-inclusive list)
	Board of Trustees	Appointed by the Montgomery County Board of Commissioners (15 members/6-year terms)



# The Position

The President is the Chief Executive Officer of Montco and reports to the Board of Trustees. As the Chief Executive Officer, the President works in close collaboration not only with the Board of Trustees but also with a wide range of internal and external constituencies to provide overall leadership and visionary direction for Montco and the communities it serves. The President is expected to foster and build upon the existing strengths and traditions of Montco while ensuring that Montco fulfills its mission and focuses its strategic plans and initiatives toward achieving its vision to ensure its relevance, reputation, vitality, and viability into the future.

The President is expected to lead and steward Montco's academic, human, physical, financial, and technological resources to improve the quality of life and economic well-being of Montgomery County by providing access to a quality learning environment that advances student success at Montco and beyond, while it is consistent with both forward-looking academic achievement and accreditation requirements and nimble enough to respond to evolving regulatory, economic, societal, and other advances.

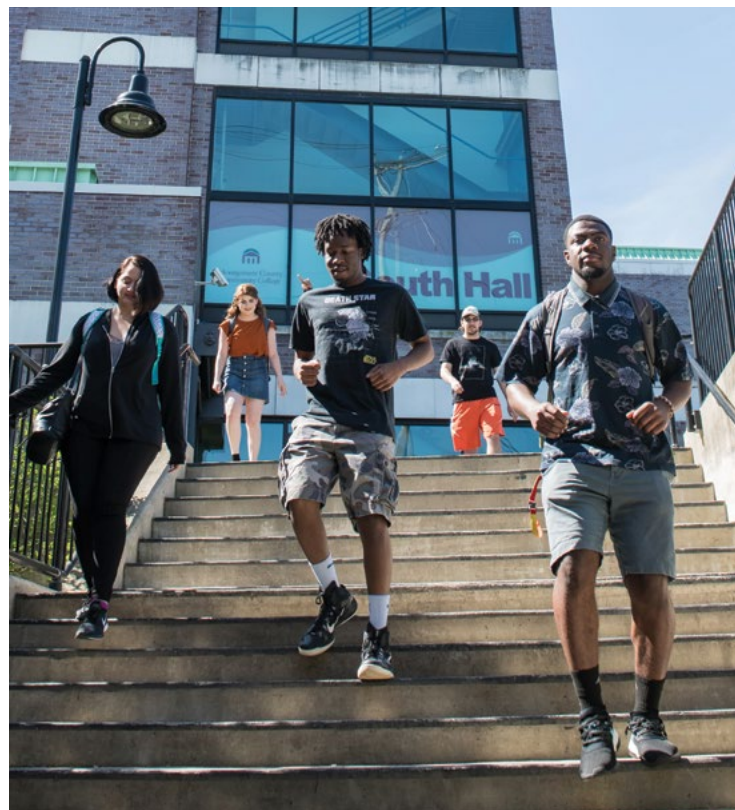




# The Position

The President is responsible for providing strong, decisive, and energetic leadership in meeting the Montco's commitment to both student learning and success, in addition to demonstrated value to the communities it serves. The President is charged with institutional leadership and the implementation of Board policies and corresponding organizational procedures.

The President serves under contract and establishes Montco's strategic and annual goals in accordance with the Board and Montco's vision and mission, all of which are approved by the Board. Within the framework of policies adopted by the Board as well as the responsibilities outlined in the Community College Act, the President exercises broad authority in carrying out the responsibilities of the position.



# Challenges & Opportunities



- State support as a percentage of Montco's funding has continued to decline. The President must think and act entrepreneurially, strategically and politically in securing additional financial resources required to meet the increasing needs of Montco's students and the communities Montco serves.
- Changing demographics and a dynamic job market have been identified as key factors that led to a decline in Montco's enrollment. The President must identify creative and innovative strategies and initiatives to attract and meet the needs of adult learners; some students will have more of a focus on the acquisition of particular skills rather than on degrees or certificates.
- Many of Montco's students require a wide range of support services to succeed and accomplish their educational, career and personal goals. The President will have an opportunity to strengthen and expand on existing services to address food and housing insecurity, childcare, transportation, mental health, and related needs.
- The communities that surround the Central and West Campuses have different demographics and unique needs, opportunities, and challenges. The President will have the opportunity to actively participate, engage, and collaborate with the students, faculty and staff, and residents, as well as the business, civic, and educational leaders from the two areas.
- The size and complexity of Montco, including different physical campuses and the Virtual Campus, have created some communication challenges. The new President will have the opportunity to assess and strengthen the communication channels and organizational structure.

# Expectations



- Work with the Board of Trustees and its committees to formulate plans and policies for Board consideration, approval, and implementation; serve as the conduit to provide the Board with changing and evolving educational, regulatory, legislative, technological, societal, and other trends that might impact the strategic direction of and demands upon Montco
- Articulate a clear academic and organizational vision for Montco and its various units that defines its place among other institutions of higher learning; be entrepreneurial, creative, and persuasive in the pursuit of that vision and demonstrate the ability to initiate and implement innovative strategic change in collaboration with the Board of Trustees
- Foster the highest levels of academic excellence, in cooperation with faculty, staff, alumni, and students, by overseeing a robust range of academic programs, services and activities to meet the professional and transfer goals of the student body
- Provide executive leadership in the development and achievement of the vision and goals of Montco's Strategic Plan and Student Success Initiative
- Represent Montco to the community, promoting positive relationships and open communications with all constituencies; build and strengthen cooperative partnerships with local schools, business, industry, and government to provide hands-on opportunities and internships; develop positive public relations for Montgomery County
- Support and further Montco's many areas of community service, especially within Montgomery County and the communities immediately surrounding its campuses
- Advocate for Montco's funding and policy while maintaining effective and harmonious relationships with the County Commissioners, the General Assembly, the Governor's Office, state and federal agencies, and the general public
- Embrace a prominent and sustained role in fundraising and oversee solicitations of private donors and public and private entities, as well as the expansion of Montco's resource base, including operating funds, additions to endowments, and gifts for facilities, grants and contracts
- Promote an evidence-based culture of accountability, which guides innovation, implementation of best practices, and continuous quality improvement of instruction and student support services
- Continually assess Montco's ongoing needs in the area of technology and position the College as a leader in the utilization of technology in education
- Lead Montco's faculty and staff by direct management of the Vice Presidents and senior leaders, the staff in the Office of the President, and the staff supporting the Board of Trustees
- Recruit, develop, and retain a diverse group of highly qualified faculty and staff, delegating requisite authority to them and providing a climate in which they can function effectively
- Provide overall leadership for Montco's accreditation process to ensure ongoing maintenance and oversight of the process
- Assume fiscal responsibility for and oversee the financial operations of Montco
- Serve as an advocate for higher education at national and state levels
- Demonstrate a commitment to diversity, equity, and inclusion, by providing the leadership necessary for Montco to meet the educational needs of a diverse and changing community
- Utilize an inclusive, sensitive and humanistic style of leadership that exhibits courage and imagination in dealing with conflict and builds bridges among potentially competing interests and differing points of view
- Communicate openly and respectfully with all Montco's constituencies – including students, faculty, staff, alumni, the surrounding communities, and the Board of Trustees – to clarify issues and elaborate decisions
- Be a visibly involved and interactive leader of change and a motivator who sets a tone of excellence, stimulates entrepreneurial thinking, and inspires respect among all of Montco's constituencies; earn the reputation as a discerning listener, who is approachable, open, accessible, trusting of others, and responsive to the ideas of others
- Demonstrate an appreciation of the special culture and history of Montco, and lead with a sense of pride in its accomplishments and excitement about its potential
- Exhibit strong moral character and unfailing personal and professional integrity



# Qualifications & Characteristics



- Doctorate earned from an accredited institution, preferably in an academic discipline represented by the college
- Progressive senior-level administrative experience in higher education, preferably at a community college
- Successful community college teaching experience preferred
- Ability to identify future needs of Montco and community and to communicate those needs to decision-making bodies; a proven record of experience in developing and maintaining positive community support
- Administrative style that provides others with access to the decision-making process and that delegates responsibility and authority; ability to oversee a shared governance system that is responsive to the needs of all constituencies
- Documented evidence of operational skills and experience in finance, management, planning, and institutional priority determination
- Knowledge of current trends, issues, and challenges in community college education; an understanding of and commitment to the community college philosophy
- Ability to establish and maintain a positive, collaborative, and transparent relationship with unions and other employee groups
- Understanding of the unique needs of a diverse student body and a demonstrated commitment to promoting initiatives that address those needs; demonstrated commitment to diversity, equity, and inclusion
- Demonstrated leadership, strategic, advocacy, and visionary skills
- Demonstrated ability to proactively engage with multiple and diverse constituent groups on the level that communicates clearly in ways that are understood by those constituencies; highly developed speaking and listening skills



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# Application Procedures

Completed applications are due by **February 24, 2020**. To ensure full consideration, please submit: 1) a current resume or curriculum vitae; 2) a cover letter addressing the position; and 3) the names and contact information for three professional references. You may submit your application securely through our website by clicking [here](#).

## For Further Information, Contact:

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## RH Perry 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 the consent of the applicant prior to her or his becoming a candidate.

## Montgomery County Community College Policy

Montgomery County Community College will recruit on the basis of qualifications and individual ability without regard to race, color, religion, sex (including pregnancy), ancestry, national origin, age (40 or older), sexual orientation, genetic information, veteran's status, marital status, or disability.

[www.mc3.edu](http://www.mc3.edu)