



President and CEO, University System of Maryland Foundation, and Vice Chancellor for Advancement, USM

The University System of Maryland Foundation (USM Foundation or USMF) and the University System of Maryland (USM) seek a President and CEO of the USM Foundation and Vice Chancellor for Advancement (USM).

The President and CEO/Vice Chancellor for Advancement plays a pivotal role in driving the philanthropic and financial sustainability of the university system. This dual-position leader is responsible for overseeing the USM Foundation, managing its assets, and ensuring strong investment strategies to support the long-term growth of the system's institutions. Additionally, as Vice Chancellor for Advancement, they lead system-wide fundraising efforts, foster donor engagement, and support the advancement effort of the system's institutions. This role requires strategic vision, collaboration, experience working with leadership and boards, knowledge of the advancement paradigm, managerial experience, strong business acumen, and a commitment to advancing the mission of USM.

Established in 1979, the University System of Maryland Foundation promotes, galvanizes, and supports the advancement of public higher education in Maryland through leadership and engagement in philanthropy, asset management, and stewardship.

The University System of Maryland is the state's public higher education system. USM's 12 institutions, 3 regional higher education centers, and system office work closely together to leverage their collective expertise and resources, share best practices, increase the system's effectiveness and efficiency, and advance USM's mission to improve the quality of life in Maryland.

President and CEO/Vice Chancellor for Advancement

The President and CEO of the USM Foundation/Vice Chancellor for Advancement is a senior officer of the USM and a member of the USM Chancellor's senior team. The President and CEO/Vice Chancellor is an employee of the USM Foundation and reports to the Chair of the USM Foundation Board, with a dotted-line reporting relationship to the USM Chancellor. The President and CEO/Vice Chancellor is responsible for a Foundation staff of 21, an Advancement and Advancement Services staff of 15, and oversees a Foundation operating budget of \$10 million.

The following have been identified as key responsibilities and strategic initiatives for this role:

Lead a Top-Tier Foundation

- Lead a 45-member volunteer board, including recruiting strong directors who are representative of the USM community and establishing best-in-class governance practices.
- Lead and participate in 25+ full board and committee meetings annually.
- Create strong onboarding and ongoing communications with all directors to ensure their engagement and ability to fulfill their fiduciary responsibilities.
- Ensure appropriate compliance and enterprise risk management.
- Recruit and retain top performers to ensure excellence in all areas of the USMF and USM Office of Advancement.
- Position USMF/USM as a thought leader for best practices and a “go to” resource for technical expertise, professional development resources, and leadership on emerging trends through presentations/participation at national conferences such as the Association of Governing Boards, Council for Advancement and Support of Education, etc.
- Develop a strategic plan with input from its many constituencies to guide the USM Foundation forward over the next five to ten years.

Build Endowment through Investment Management Services

- Manage a highly talented investment management team which manages assets in excess of \$2.5 billion.
- Lead client relations and outreach to the USM Foundation’s university, affiliated foundation, and community college foundation partners, as well as the USM Common Trust.
- Understand the overall financial picture of the USM Foundation, ranging from how it is funded and key expense drivers to its long-term strategy and viability.
- Work with donors and leadership as needed to address questions about the investment strategy and be able to market the USM Foundation’s service offerings as a best-in-class approach to endowment management.
- Ensure that all legal, risk, and compliance issues are addressed.



Create a Robust a Culture of Philanthropy and Professional Development

- Maintain a robust professional development program for advancement and alumni engagement staff, which has grown from just a few sessions a year to more than 30 programs annually, offering educational opportunities to all and, especially, staff at smaller campuses, which do not have the budget resources to attend national conferences.
- Plan periodic Leadership Summits, bringing together advancement and volunteer leadership to engage with each other and learn about trends in philanthropy, campaign strategy, and the role of volunteers in advancement/engagement work.
- Maintain a network of communities for leadership in key areas: i) chief advancement officers, ii) alumni directors, iii) affiliated foundation CEOs and business officers, and iv) advancement services professionals.
- Lead retreats and educational sessions (system or campus level) for faculty, deans, and volunteer boards focused on the advancement process, successful approaches to major gift fundraising, strategic planning, and other topics.
- Provide leadership and support to campuses in their efforts to achieve ambitious annual fundraising goals.
- Manage a grants program funded via the USM Office to help build fundraising capacity and endowment at USM campuses and regional centers.
- Plan and lead special one-time fundraising initiatives.
- Strengthen awareness of the promise of planned giving by providing expertise and education to all USM campuses.

Provide Campaign Readiness Assessment and Planning

- Advise campuses on resource needs, campaign capacity, goals and timelines, and building a robust volunteer structure, including meeting with campus advancement leadership and staff, analyzing giving statistics and alumni/donor data, and assessing each institution's case for support.
- Leverage the expertise of outside advancement consulting services to benefit USM advancement programs.
- Create a schedule of visits to each campus and their leadership (President, Advancement VP, and their teams) that includes the USM Foundation Board Chair and the USM Advancement Committee Chair.

Grow Fundraising for System Initiatives

- Work closely with the USM Chancellor to identify and communicate top fundraising priorities that advance the USM's mission and long-term strategic goals.
- Lead system-wide fundraising campaigns that elevate the USM's visibility, enhance donor engagement, and drive long-term philanthropic growth.
- Identify, cultivate, and solicit major donors, corporate partners, and foundations to secure high-impact philanthropic investments supporting system-wide initiatives such as student success, research, workforce development, and innovation.
- Serve as a key advisor to the USM Chancellor and senior leadership on all advancement-related initiatives, ensuring alignment with system-wide goals.

Ensure Best Practices and Compliance with Regents' Policies

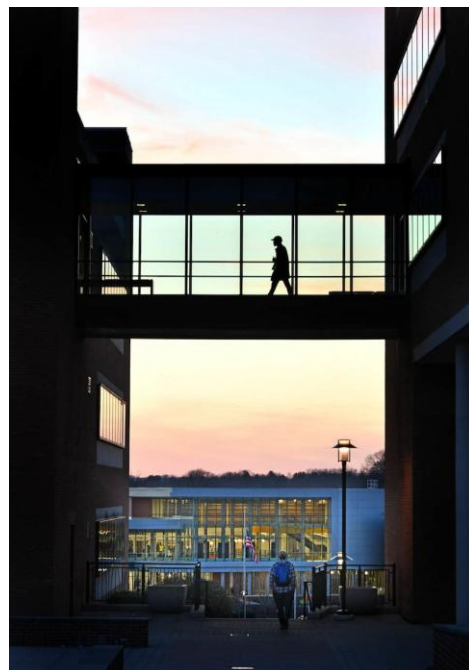
- Staff the USM Board of Regents Committee on Advancement.
- Develop, revise, and/or update Regents' policies related to fundraising, alumni engagement, and affiliated philanthropic foundations.
- Ensure required reports are submitted by campus partners.
- Work with institutional partners to ensure naming requests comply with Regents' policies before they are submitted for Board of Regents approval.
- Act as a liaison between institutional advancement leadership and the Regents.
- Introduce trends and critical topics to the Regents to raise awareness of engagement and philanthropy efforts.

Build Fundraising and Engagement Capacity Through Shared Services

- Support an alumni/donor database consortium benefiting most USM campuses and, with USM and campus leadership, engage in a large-scale conversion to an updated CRM system.
- Support a small prospect research staff that benefits all campuses through prospect research, records updates, and shared services via wealth screening and other tools (e.g., Lexis-Nexis).
- Organize events for alumni of USM campuses, increasing engagement and raising the profile of the USM.

Maintain and Leverage Hidden Waters to Advance the USM

- Manage all aspects of maintenance and use of Hidden Waters, a residential property owned by the USM Foundation and utilized by the USM and its constituent institutions.
- Ensure compliance in the areas of appropriate security, insurance and risk, and proper use of the property.
- Steward the relationship with USM Chancellor when the Chancellor is a resident/tenant of Hidden Waters.
- Market Hidden Waters as a resource to benefit USM campuses for events, such as donor recognition dinners and receptions, presidential welcome and retirement events, campaign celebrations, alumni events, and educational retreats.
- Plan and implement USM signature events hosted by the Chancellor, which provide an opportunity to feature USM's strengths and achievements.
- Plan and implement "salon" style events—smaller brunches or dinners with an educational component to which donors, prospects, or other VIPs are invited.



Ensure the Integrity of Financial Operations and Philanthropic Funds Stewardship

- Ensure the integrity and compliance of financial operations by implementing robust internal controls, adhering to audit and tax regulations, and maintaining transparency in financial reporting.
- Provide leadership in the effective administration of more than 7,000 current use and endowment funds, ensuring alignment with institutional objectives, donor intent, and long-term financial sustainability.
- Track spending and work with campuses to ensure that donor funds are spent in a timely and appropriate manner.
- Continuously evaluate and enhance the efficiency of gift processing, disbursement management, and investment accounting through process improvements and technology utilization.

Minimum Qualifications

- Bachelor's degree.
- A minimum of 15 years of progressively responsible experience in advancement, foundation management, nonprofit leadership, or a related field.
- Demonstrated leadership experience in a large, complex organization, preferably in higher education.
- Proven experience in leading and managing high-performing teams and fostering a culture of collaboration and accountability.
- Knowledge of financial management, budgeting, and investment oversight.
- Strong strategic planning, organizational, and decision-making skills.
- Excellent oral and written communications, relationship-building, and collaboration skills with diverse stakeholders, including donors, board members, university leadership, campus leadership and advancement teams, faculty, staff, donors, alumni, advisors, and others.

Desired Attributes, Experience, and Knowledge

- Master's or professional degree.
- Experience with leading the development and execution of a forward-looking strategic plan for an organization, ensuring mission alignment and financial sustainability.



- Prior experience working closely with a governing board(s), university leadership, and a foundation(s) to develop and execute advancement efforts and steward resources.
- Experience in strategic planning.
- Experience in fostering a culture of philanthropy and implementing advancement and foundation best practices aligned with industry trends.
- Knowledge of advancement services, including donor relations, prospect development, gift processing, and data analytics to enhance philanthropic strategies.
- Understanding of the advancement paradigm, including some experience with major and principal gifts fundraising and campaigns.
- Working knowledge of endowment management and investment strategies, with the ability to manage and grow endowments, oversee fiduciary responsibilities, and manage risk.
- Knowledge of financial management, including operational budgeting, capital allocation, and revenue generation within a nonprofit or higher education setting.
- Strong analytical and data-informed decision-making skills, with the ability to assess financial and fundraising trends, evaluate performance metrics, and drive results.
- Track record of success in facilitating process and procedural changes within an organization to improve efficiency and effectiveness.
- Ability to articulate and communicate the long-term strategic vision, values, and goals that focus and drive the USM Foundation.
- Diplomacy and tact; politically savvy.
- Commitment to ethical and transparent leadership.
- Ability to handle sensitive matters delicately and maintain confidentiality in discussions and decision-making.
- Familiarity with a complex, multi-campus university system.
- Strong advocate for public higher education.





About the University System of Maryland Foundation

Mission, Vision, and Values

Mission: The University System of Maryland Foundation promotes, galvanizes, and supports the advancement of public higher education in Maryland through leadership and engagement in philanthropy, asset management, and stewardship.

Vision: Inspire a long-term, sustainable culture of philanthropy across the University System of Maryland. Serve as an indispensable resource and an effective advocate for innovative solutions, best practices, and trusted values that stimulate increased private support.

Values: Collaboration. Excellence. Innovation. Integrity. Trust. Accountability.

USMF Structure and Operations

Established in 1979, the USM Foundation promotes, galvanizes, and supports the advancement of public higher education in Maryland through leadership and engagement in philanthropy, asset management, and stewardship.

The USMF provides service and leadership across the University System of Maryland to increase the philanthropic capacity of every USM campus and regional higher education centers. Key areas of service include managing an investment portfolio in excess of \$2.5 billion, ensuring excellent financial stewardship of donor funds, supporting the building blocks of advancement and engagement, and creating and maintaining a professional community for advancement and alumni leadership.

The University System of Maryland Foundation serves its constituencies in a variety of ways, offering grants administration, gift administration, payroll services, investment management, and fund accounting services. The USMF maintains and supports a database of alumni and development records that nine of the USM's institutions use, in addition to providing campaign and strategic fundraising leadership support and professional development. Many of the USM Foundation's activities are done in conjunction with the USM Office of Advancement and campus staff.

Advancement Office

The USM Office of Advancement supports the fundraising and engagement efforts of all USM institutions by providing data management and prospect research services. By offering these services in a central location, the office creates operational efficiencies and cost savings.

Advancement Services staff oversee and advise the Consortium for Advancement Services,





which was formed in 1994 to provide a streamlined and cost-effective Advancement IT infrastructure. Its 11 members share a data platform – Ellucian Advance – which is owned by the USM Foundation. Advancement Research staff provide research profiles on individuals, corporations, and foundations of interest, primarily for those institutions within USM that do not have their own research departments. The staff manage wealth screening projects and negotiate shared contracts that give partners tools to identify and analyze prospective donors.

Business Office

Managing funds and working closely with campus administrators make up a significant portion of the USM Foundation's day-to-day operations. The Business Services staff administer more than 7,000 current use and endowment funds in partnership with 23 higher education institutions throughout the state of Maryland. The team processes gifts, manages disbursements, provides accounting for investments, and ensures the USM Foundation's practices are compliant with audit and tax regulations. In addition, the Business Office regularly provides training for new and current administrators on USMF's policies, procedures, and forms, as well as how to use the dedicated software for account administration.

Investment Office

The USM Foundation manages endowment funds for the benefit of institutions and foundations affiliated with the USM, as well as five Maryland community college foundations. The Foundation's investment objective is to generate returns sufficient to meet spending requirements while preserving the purchasing power of the endowment over time. The Investment Office staff is comprised of senior professionals with diverse experience and skill sets in the investment industry. Working with three strategic investment managers, staff monitor the existing portfolio and source new investment opportunities.

Financials and Investments Under Management

On a day-to-day basis, the USM Foundation manages an endowment pool in excess of \$2.5 billion. With more than 7,000 current use and endowment funds in partnership with 23 higher education institutions throughout the state, distributions to these institutions support opportunities throughout the USM, including students, faculty, research facilities, and scholarship.

For an overview of investments under management and the USM Foundation's financials, please see the [Building the Future Together: 2024 Annual Report](#).

Strategic Plan

Pioneers and Optimists, the USM Foundation's recently completed five-year strategic plan for 2019-2024, aimed to build on the Foundation's history in ways that would help it best rise to the



challenges facing higher education with a focus on five main themes: asset management, innovation and entrepreneurship, culture of philanthropy, sustaining a great foundation, and communication and advocacy. The new President and CEO/Vice Chancellor will engage in the development of the USM Foundation's next strategic plan, including visioning how to grow the USM Foundation from \$2.5 billion in assets under management to \$5 billion and beyond.



USMF Board Leadership

Don Scheeler, Chair

Mr. Scheeler is the President of Learn Academy, a division of Learn Behavioral, and has over 30 years of Finance, Human Resource, Operations, and M & A experience. In 2012, Mr. Scheeler helped start Learn Behavioral's special needs division, which is now one of the largest providers of autism and behavioral health services in the country. Prior to Learn Behavioral, Mr. Scheeler was General Manager with the post-secondary start-up 2U. Additionally, he spent 15 years with the Sylvan/Catapult Education family of companies. His last position with them was President and CEO of Progressus Therapy, LLC. Mr. Scheeler graduated from the University of Maryland with two business degrees and received his master's from The Johns Hopkins University. Mr. Scheeler currently serves as a member on the Dream Big Baltimore board, partnering with the Cherry Hill community and the University System of Maryland Foundation.

Alan C. Cason, Incoming Chair

Mr. Cason is a partner with McGuireWoods, LLP. He has held many leadership positions at McGuireWoods and currently serves as chair of its national public finance practice. In his role as partner, he has acted as bond counsel and counsel to municipal bond issuers, underwriters, borrowers, and developers in connection with numerous tax-exempt and taxable bond issues.

and private financings in Maryland and elsewhere. Mr. Cason has also served as lead counsel in some of Maryland's largest project financings, including transactions involving hotel, convention center and retail facilities; continuing care retirement communities; solid waste and recycling facilities; and student housing. Mr. Cason also has extensive experience in municipal law, state and local government relations, and economic development matters. Mr. Cason received his J.D. from the Carey School of Law at the University of Maryland, Baltimore. He is a life member of Alpha Phi Alpha fraternity, which he joined as an undergraduate at University of Maryland, College Park. He has served as President of the University of Maryland Alumni Association and a member of the University of Maryland, College Park Foundation.



About the University System of Maryland

Benefiting nearly 170,000 undergraduate and graduate students, as well as Maryland and its citizens, the University System of Maryland:

- Offers expansive access to affordable, high-quality educational opportunities.
- Performs groundbreaking research.
- Instills a culture of innovation and entrepreneurship.
- Promotes economic growth and workforce development.
- Provides vital services to communities and individuals.
- Partners with business, government, nonprofits, and organizations to improve quality of life.



USM Institutions

- Bowie State University
- Coppin State University
- Frostburg State University
- Salisbury University
- Towson University
- University of Baltimore
- University of Maryland, Baltimore
- University of Maryland, Baltimore County
- University of Maryland, College Park
- University of Maryland Eastern Shore
- University of Maryland Global Campus
- University of Maryland Center for Environmental Science

Regional Higher Education Centers

- The Universities at Shady Grove
- University System of Maryland at Hagerstown
- University System of Maryland at Southern Maryland

Excellence and Innovation

As a system of higher education, USM creates a dynamic environment that is helping to power Maryland, the nation, and the world forward. USM is a recognized leader in many areas, including academic and research excellence, innovation, economic and workforce development, and the effective and efficient use of resources.

- ***Educational Opportunities***

Highly ranked universities and programs, outstanding faculty and staff, and innovative academic models are all hallmarks of USM. Providing high quality and affordable academic programs and increasing student retention and completion rates are among the system's top priorities. USM offers hundreds of undergraduate, graduate, professional, and certificate programs. Furthermore, USM's William E. Kirwan Center for Academic Innovation is researching, developing, and implementing strategies and practices to help increase students' academic success.

- ***Research***

USM faculty and staff continue to fuel research and discovery, attracting more than \$1.5 billion in external grants and contracts annually. USM research is advancing understanding and practice in many areas, including bioinformatics, cybersecurity, environmental science, food science, photonics, the social sciences, and vaccine development.

- ***Economic and Workforce Development***

USM plays a major role in the state's and the region's economic and workforce development. USM institutions address critical workforce shortage areas, especially those related to STEM (science, technology, engineering, and mathematics). USM

institutions awarded 11,929 STEM bachelor's degrees—nearly 80 percent of the state's STEM degrees—in FY 2020. The system also advances commercialization and technology transfer. For example, USM institutions have facilitated the launch of more than 900 companies since 2012.

- **Effective Use of Resources**

Since the launch of its Effectiveness and Efficiency (E&E) Initiative in 2004, USM has saved more than \$675 million. In addition, USM leads the state in sustainability efforts, with 77 facilities constructed and/or planned as LEED-certified “Silver” or higher. In 2015, USM launched E&E 2.0, the next generation of the system's Efficiency and Effectiveness Initiative. E&E 2.0 aims to increase USM's positive impact on the state of Maryland, enhance student success, continue innovation in teaching and learning, reengineer administrative processes, and reduce costs.

- **Service**

Each year, USM students, staff, and faculty contribute millions of hours of service to the community through cultural programs, legal and medical clinics, partnerships with public schools and the business community, and other initiatives.

A 21-member Board of Regents, including two students, governs the University System of Maryland. Appointed by the governor, president of the senate, and the speaker of the house, the regents oversee the system's academic, administrative, and financial operations; formulate policy; and appoint the USM Chancellor and the presidents of the system's 12 institutions.





Leadership

Jay A. Perman, MD, became the fifth chancellor of the University System of Maryland (USM) in January 2020. Dr. Perman leverages the system's size and reach to support the state's top priorities in education, innovation, and workforce and economic development, and has deepened interinstitutional collaboration to create new academic opportunities for students, advance interdisciplinary research, and solve the biggest, most intractable problems challenging Maryland and the nation.

Prior to his appointment as chancellor, Dr. Perman was President of the University of Maryland, Baltimore for nearly a decade. A pediatric gastroenterologist, he still practices medicine once a week, teaching team-based health care to students in UMB's six professional schools. Dr. Perman received his Doctor of Medicine degree with distinction in 1972 from Northwestern University. After his residency in pediatrics at Northwestern University Children's Memorial Hospital, he completed a fellowship in pediatric gastroenterology at Harvard Medical School and at the Children's Hospital Medical Center in Boston.

Dr. Perman's career includes service on many U.S. higher education boards, including the National Association of System Heads, the Association of American Colleges and Universities, the Association of Public Land-Grant Universities, and the Southern Regional Education Board. He is a member of the Association of Governing Boards' Council of Presidents, and is active on issues involving specialized and regional accreditation, serving as chair of several Middle States review teams.

Locally and regionally, Dr. Perman chairs the Maryland Life Sciences Advisory Board and serves on the boards of the University of Maryland Medical System, the Greater Baltimore Committee, the Economic Alliance of Greater Baltimore, the Maryland Business Roundtable for Education, Baltimore's Promise, and the Children's Hospital of Philadelphia. He is past chair of the Downtown Partnership of Baltimore.

USMF Location

The USM Foundation is located in Adelphi, Maryland in a small, vibrant community located in Prince George's County, just a short drive from Washington, D.C. This suburban town offers a mix of residential neighborhoods, educational institutions, and local amenities, and is located one mile from the Flagship University of Maryland College Park.

Applications, Nominations and Expressions of Interest

AGB Search is pleased to assist the USM with this search. For best consideration, applications should be received **by May 20, 2025**. The search will remain open until an appointment is made.

Candidates are requested to submit the following application materials:

1. Resume or curriculum vitae.
2. Letter of interest that addresses the qualifications and attributes, experience, and knowledge identified in this profile.
3. Contact information for five professional references (to be contacted at a later stage in the search and only with the candidate's permission).

Please submit your application materials (PDF) electronically to: <https://bit.ly/4j5ibkl>

Please direct your nominations, expressions of interest, or questions to USMFoundationPresident@agbsearch.com or to one of AGB Search's consultants:

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