



## **Search for the Director, Facilities Operations and Maintenance University of Maryland, Baltimore**

### **THE SEARCH**

The University of Maryland, Baltimore (UMB), the state's public health, law, and human services university, seeks an innovative, collaborative, leader to serve as its next Director for Facilities Operations and Maintenance (Director). This is a significant management opportunity for an experienced professional to provide direction and strategic leadership to a comprehensive facilities maintenance organization for the technical, professional, and service trades that support a vibrant 71-acre campus with 6.2 million square feet of complex bio-medical research and state-of-the-art clinical services and teaching space, located in 67 buildings in the heart of downtown Baltimore.

The Director is an integral campus facilities partner providing strategic planning expertise and management of the University's capital renewal and replacement budgets as they relate to the support of facilities maintenance and improvements. In addition to serving the facilities maintenance and operational needs of UMB, the Director also assists with the development of continuity of operations plans (COOP) and is part of the campus Emergency Management Team that directs the campus operations during emergency conditions to assure the protection of resources and property. This individual is expected to bring deep management skills, functional expertise, and a customer-centric approach in support of the university's facilities needs. This is an exceptional opportunity to lead operations to provide stellar facilities services that enable learning and discovery, community and care, and economic and environmental sustainability in a dynamic academic and research environment.

Reporting to UMB's chief facilities officer, the Associate Vice President for Facilities and Operations, and serving on her leadership team, the Director will be responsible for the seamless delivery of facilities services. The Director is accountable for ensuring operational effectiveness of the Department of Facilities Operations and Maintenance through the establishment and implementation of short and long-range departmental goals, objectives, strategic plans, policies, and operational procedures that support the mission of the University and the Office of Administration and Finance; the Director also serves in an advisory capacity to senior leadership.

The selected candidate will be a collaborative, customer focused leader with a track record of providing strategic direction and creative thinking and organizational structure in an organization of similar scale and complexity. The Director will bring experience in business process improvement, inter-department and cross function collaboration, and as an advocate for the professional development of a diverse facilities maintenance team. Experience with, and a record

of, leading change, managing resources, and streamlining processes and systems is highly desired. This individual will be a person of the highest integrity with a collegial style that engenders trust and inspires collaboration, and who is enthusiastic about the day-to-day management of efficient operations and delivering excellent customer service. The Director will work closely with senior leaders, faculty, staff, various departments, and external customers to achieve facilities-related goals that align with the UMB's future plans and academic mission.

Candidates should demonstrate prior leadership of similar functions in another higher education institution or comparably complex setting. A bachelor's degree facilities management or other relevant field with 10 years of senior administrative experience is required; in addition to these years of experience, a master's degree in a related field is preferred.

UMB is assisted in this search by Isaacson, Miller, a national executive search firm. All inquiries, nominations, and applications should be directed in confidence to the firm as described at the end of this document.

## **THE UNIVERSITY SYSTEM OF MARYLAND**

UMB is a constituent institution of the University System of Maryland (USM), which comprises 12 institutions, three regional higher education service centers, and a system office. USM creates a dynamic educational environment that supports a unique array of programs; fosters groundbreaking research, innovation, and entrepreneurship; and fuels the engine that is helping to power Maryland forward. As a public system of higher education, USM advances the state of Maryland and benefits all of society.

In fall 2017, USM had a total of 13,299 full- and part-time instructors, and it enrolled 133,242 undergraduate students and 41,934 graduate students. Through its Effectiveness and Efficiency Initiative, USM prides itself on being a good steward of resources and had a \$5.48 billion operating budget for FY2018.

UMB works in close partnership with USM in the financing and prioritization of major capital initiatives.

## **THE UNIVERSITY OF MARYLAND, BALTIMORE**

Founded in 1807, UMB is Maryland's only public academic health, human services, and law university. Enrolling 6,703 students in six nationally ranked professional schools—medicine, law, dentistry, pharmacy, nursing, and social work—and an interdisciplinary graduate school, UMB confers over 50% of professional practice doctoral degrees awarded in the state of Maryland. The university's students, faculty, and staff contribute two million hours of service annually, providing programming that improves Marylanders' health and wellness, advances justice, promotes economic development, and strengthens families and communities.

With a predominantly graduate student population, UMB educates the majority of the State's physicians, nurses, dentists, lawyers, social workers, and pharmacists. UMB partners include the

University of Maryland Medical Center, the Baltimore Veterans Affairs Medical Center, and the University of Maryland BioPark, all of which are directly adjacent to, or co-located on campus.

UMB is a national leader in health sciences research, with \$556.1 million in grants and contracts in FY 2017, and 7,360 faculty and staff. UMB is a powerful economic engine that returns more than \$14 million in financial activity for every dollar invested in it by the State, resulting in a \$2.8 billion annual economic impact in Maryland.

## **LEADERSHIP**

**Jay A. Perman, MD**, became UMB's sixth President in July 2010. He previously served as the Dean of the College of Medicine at the University of Kentucky, and past Chair of Pediatric Medicine at the University of Maryland, Baltimore. A pediatric gastroenterologist, President Perman continues to practice medicine through a weekly President's Clinic, where he teaches team-based health care to students of medicine, nursing, pharmacy, dentistry, law, and social work. President Perman received a Doctor of Medicine degree with Distinction in 1972 from Northwestern University.

President Perman embodies UMB's pledge to serve as a catalyst for social betterment, and is committed to strengthening UMB's role in improving the health and well-being of its closest neighbors. He is the leading advocate for universities' role as an economic engine for the State of Maryland, and his current efforts focus on the redevelopment of Baltimore's Westside.

**Dawn M. Rhodes, MBA** has over 25 years of higher education finance and administration experience. In August 1, 2016, Ms. Rhodes was named Chief Business and Finance Officer and Vice President of Administration and Finance at the UMB, where she oversees UMB's \$1.2 billion budget, as well as capital planning, facilities and operations, and business affairs. She also serves as a key liaison to the local community on neighborhood development projects.

Prior to coming to UMB, Ms. Rhodes served as the Vice Chancellor for Finance and Administration for seven years at IUPUI, an urban public research institution and a core campus of Indiana University. She previously spent nearly 15 years at the University of Toledo holding several executive leadership positions, and prior to that served as the Vice President for Business and Finance at Savannah State University, a Historically Black University.

Ms. Rhodes has been an active member of NACUBO's Board of Directors since 2010. She chaired the NACUBO ad hoc committee for Next Generation Business Officer Development. She also serves as a member on the Finance and Audit Committee. Ms. Rhodes has been a faculty member at NACUBO annual meetings and an author in the NACUBO Business Officer Magazine.

## **FACILITIES AND OPERATIONS DIVISION AT UMB**

Nazanin Fouladi, MArch joined UMB as the Associate Vice President for Facilities and Operations in December 2018. Ms. Fouladi brings deep healthcare sector experience and chief

facilities officer expertise in all facets of facilities management including planning and design, construction and facilities and plant management. Since her arrival at UMB, Ms. Fouladi has been leading a comprehensive, collaborative effort to assess and improve facilities planning, systems and services to meet the needs of a growing urban healthcare campus. Through a listening tour and series of inclusive focus groups, opportunities have been identified to strengthen, improve, and enhance operations. The unit is also assessing ways to improve staff development.

The Facilities and Operations division provides essential services to UMB. The recently updated divisional configuration is comprised of the following five units:

- *Design and Construction* provides facilities programming, design, and construction services to the University of Maryland system schools and administration, ranging from the smallest renovation job to the largest capital project.
- *Facilities Operations and Maintenance* is comprised of a team of skilled tradespersons and management staff who maintain the utility and building systems of each campus building. Their top priority is to provide quality service in an efficient and professional manner to ensure building safety and comfort. The department is also responsible for energy and utility budget management and administrative oversight of the capital renewal deferred maintenance budget.
- *Operational Excellence* focuses on best practices and resource management excellence within the division. The department organizes and disseminates effective business process tools and protocols to colleagues across the division and to UMB customers.
- *Environmental Services* provides a clean, healthy, and safe environment for students, staff, faculty, and visitors. Their services include cleaning all campus buildings, removal of campus trash, and coordination of the campus recycling program. The department is also responsible ground services, moving and storage, recycling and solid waste, and for both campus snow removal and the integrated pest management program.
- *Environmental Health and Safety* implements programs to create a safe working environment, promote environmentally sound practices, foster regulatory compliance, and protect the institution's reputation. Services include safety training, hazard identification and risk assessment, accident investigation, hazardous material management, fire protection and life safety code compliance, emergency response, and managing insurance policies and worker compensation claims.

Two Regional Service Centers were established to serve USM institutions over 20 years ago. As an anchor institution in the Baltimore area with a robust facilities division, UMB, as one of the two Regional Service Centers, provides fee-based technical and project management services to several other universities in the Maryland system, for large construction and renovation projects.

## **THE DIRECTOR OF FACILITIES OPERATIONS AND MAINTENANCE**

The Director serves as the division's facilities operations and maintenance leader facilities and provides operations expertise, and supervision of the institution's physical assets and campus infrastructure. The Director is responsible for developing project-management policies, day-to-day operations and maintenance of campus facilities, identification and resolution of infrastructure deficiencies, and addressing deferred maintenance on campus. The Director will monitor and evaluate programmatic and operational effectiveness to effect changes as required for improvement. The Director will oversee eight direct reports and an operating budget of approximately \$15.2 million. The Director also leads an Administration Services function that manages Supply Services, Work Control, Contract Management, Safety Training and Information Reporting.

The next Director will lead by example, empowering employees, providing excellent customer service, being proactive and innovative, using data analysis to support decision-making, and being a strong team player. The Director, in conjunction with the AVP for Facilities and Operations will identify priorities, and make recommendations to, the Chief Business and Finance Officer and Vice President of Administration and Finance, to strategically address and prioritize the campus' deferred maintenance. The individual will work with university stakeholders to steward and champion deferred maintenance projects and special programs and initiatives. The leader in this role will work collaboratively with other areas within Facilities and Operations and the Administration and Finance to remove barriers to efficient processes and customer satisfaction and advocate for additional resources when necessary.

The next Director will be expected to do the following:

- Facilitate the development of an overall plan for needed repairs and maintenance of University buildings and facilities, including master planning of utility infrastructure to maximize efficiency of the current building inventory while providing for future expansion.
- Work with University and School leadership, faculty and staff to analyze and assess maintenance, growth and facilities needs pertaining to programmatic and technology changes. Evaluate the condition of all University buildings and facilities and make recommendations for corrective action.
- Maintain an accurate Computer Maintenance Management System (CMMS) that records, stores, and retrieves repairs and maintenance activities for all facilities on campus and ensures equipment and building systems are given proper maintenance through an effective preventive maintenance program to promote the longest possible life. Preserve and analyze pertinent information and that will inform the Department's maintenance of new facilities and equipment.
- Maintain an accurate Building Condition Assessment System that records, stores, and retrieves building condition assessment reports to include cost calculations for all facilities on campus and ensures the Deferred Maintenance list is up-to-date and accurate.
- Support campus sustainability programs and initiatives, manage campus utilities with a focus on efficient use of energy resources, assess and use new technology for energy conservation that is in the long-term best interest of campus budgets and efficiency, and

facilitate the University's participation in programs and initiatives that reduce overall environmental impact.

- Serve in an advisory capacity to the senior leadership of the University and to the University System of Maryland for the coordination and sharing of resources and best practices.
- Represent the department and University on both campus and University System planning and policy making meetings, committees, and task forces. Works collaboratively with facilities directors and managers from other USM campuses to develop system wide protocols and procedures and ensure compliance with System and State government mandates.
- Act as liaison with State and local municipalities to encourage collaboration on projects of mutual interest and impact.

## **OPPORTUNITIES AND CHALLENGES**

UMB seeks a strategic facilities leader and operational manager with broad experience to navigate a complex university structure and partnership relationships. This individual will identify and implement best practices, and recognize and advocate for staff doing invaluable work in support of UMB's essential public health mission.

### ***Oversee day-to-day facilities operations and maintenance***

The Director will facilitate effective and efficient performance for each individual area and increase levels of efficiency, customer service, responsiveness, and problem solving ability for the division as a whole and for specific projects. The individual will encourage and motivate divisions to work effectively and collaboratively, through transparent leadership and good communication. The next Director will lead operations and maintenance business process improvements, including issues surrounding prioritization and backlog, while streamlining and improving existing processes. The Director will re-imagine how to conduct business to create a more customer-centric approach, by monitoring client deliverables/metrics, and maintaining documentation on scope of service, contacts, and timeframes. The Director will develop a strong working relationship with UMB's procurement office and work collaboratively to facilitate timely and cost-effective acquisition of goods and services.

### ***Build relationships and strengthen communication with campus stakeholders, leaders, and external partners***

The Director will build and nurture partnerships with central leadership, other administrative units and with academic units across the university. The next Director will exhibit strong leadership, will model transparent communication, and will set manageable expectations when working across campus. This individual is also expected to be a strong advocate for the capital needs of UMB, forging strong working relationships with counterparts at the System office.

***Foster a culture of innovation and transformative, impactful change in designing solutions to improve processes and better serve customers***

Leading by example, the next Director will foster a culture that supports and rewards innovation, and instills accountability in all related offices and employees. The individual will support and value staff at all levels in areas reporting to Director. In dealing with deferred maintenance projects, the Director will be proactive in anticipating potential pitfalls and factor in project renewal needs. The next Director will be a forward thinking leader who leverages technology to support strategic decision making.

***Build the Facilities Operations and Maintenance talent management chain***

The Director must provide opportunities for growth and professional development for all staff. Assessing current performance metrics and certifications will be required to empower and develop skilled staff. The Director will advocate for and highlight facilities and operations staff contributions as “stewards of places” that contribute to the mission at UMB.

***Bring direction and a long-term strategic view to facilities operations and maintenance planning.***

The new Director must be a strategic leader who understands the trends and complexities in higher education and complex needs of an urban health and research university. The Director will take a proactive approach to finding efficiencies and addressing gaps in facility needs, and take a long-term campus view that sets priorities for major construction, deferred maintenance, and renovation projects. The Director will work closely with the leadership team to create the seamless delivery of services that meet or exceed the department’s standards of excellence. The next Director must have a demonstrated commitment to sustainability and energy efficiency.

**PERSONAL AND PROFESSIONAL QUALIFICATIONS**

The ideal candidate for this role will be an exemplary leader and strategic thinker with the ability to formulate and articulate a vision and inspire staff. The individual embraces the mission and core values of the university as well as the Administration and Finance Team’s Guiding Principles, and exercises strong management and sound decision making in developing solutions to complex issues pertaining to campus facilities and essential services. The successful candidate will create positive change to the division by implementing innovative process improvement strategies with inclusion and feedback from front line staff. This individual will also foster collaboration and communication among areas, peers, and university constituents who rely on their services and facilities.

While no one person may embody all, the successful candidate will bring many of the following professional qualifications and personal qualities:

- Ten years (10) years of senior administrator experience in facilities management with a demonstrated background in the administrative and financial management of complex

and multi-faceted organizations providing facilities operations maintenance services to multiple customers, preferably in a higher education, research intensive setting.

- At least five (5) years of direct supervision or management experience that involved the recruitment, training, and professional development of staff.
- A bachelor's degree in business, engineering or facilities management, a master's degree in one of these fields, or a related field, is preferred.
- Excellent interpersonal, oral and written communication abilities and the ability to interact effectively with a wide range of professional and loyal staff.
- Effective leadership skills with the ability to inspire and motivate a diverse workforce.
- Demonstrated ability to convey and communicate complex facilities matters in lay terms, both verbally and in writing.
- Demonstrated commitment to excellent customer service and experience in process improvement.
- Skill in relevant technology applications, such as spreadsheet and database management.
- Courage, adaptability, and the ability to make changes as necessary.
- Demonstrated strong project managing skills, exemplary supervisory skills.
- A collaborative, transparent leadership style.

## **TO APPLY**

Nominations, applications, and inquiries are being accepted for the position. Consideration of candidates will continue until the position is filled. All inquiries, nominations, referrals, and resumes with cover letters will be held in strict confidence and should be directed to:

Daniel Rodas, Vice President  
Liz Vago, Managing Associate  
Isaacson, Miller  
[www.imsearch.com/7272](http://www.imsearch.com/7272)

Electronic submission of materials is strongly encouraged.

*The University of Maryland, Baltimore is an Equal Opportunity/Affirmative Action Employer. Minorities, women, veterans and individuals with disabilities are encouraged to apply.*