



Search for the President and Vice Chancellor for Sustainability  
University of Maryland Center for Environmental Science  
Cambridge, Maryland

## THE SEARCH

As it approaches the start of its second century, the University of Maryland Center for Environmental Science (UMCES)—a unique member institution of the University System of Maryland (USM) and among the nation's most powerful engines for translational impact in sustainability—seeks a leader who can harness the transformative potential of environmental research for the public good and the future of our planet. The next President of UMCES and Vice Chancellor for Sustainability will lead the System's fully-fledged research university dedicated to understanding, sustaining, and recommending management strategies for the environment of the remarkably biodiverse state of Maryland, as well as in the national and international spheres.

Since 1925, UMCES has sought multidisciplinary solutions that improve people's lives, supported Maryland's considerable marine and estuarine sectors, and advanced pioneering research on every continent. The President and Vice Chancellor will further this critical work by building enduring structures, systems, and bases of support to tie its labs together; seed over-the-horizon research; encourage and enhance public/private partnerships to steward Maryland's resources for the future; address the interface of Maryland's diverse populace with their dynamic environment; and knit together the lawmakers, leaders, and institutions that will solve the most pressing climate challenges the world has ever faced. This is a transformational role at a pivotal moment in the history of the institution and the world.

UMCES' work spans the astonishing diversity of the state of Maryland, from the inland Appalachian Laboratory at the headwaters of the Chesapeake Bay to the Horn Point Laboratory on Maryland's Eastern Shore, among the nation's top three most vulnerable coastal ecosystems and the center of significant agricultural activities. In all, UMCES formally comprises the Appalachian, Horn Point, and Chesapeake Biological Laboratories; the Institute for Marine and Environmental Technology; the Integration and Application Network; the Maryland Sea Grant College; and two multi-institution master's programs in environmental sciences and sustainability management. Its 74 faculty, 94 graduate students, and nearly 350 support staff, together account for over \$50 million in annual research funding, placing UMCES among the very top performing ranks of environmental sciences institutions nationwide.

Reporting to the Chancellor of the University System of Maryland, Dr. Jay Perman, and working in tandem with the Regents of the University System of Maryland as well as the Office of the Governor of Maryland, the President and Vice Chancellor will steward the resources and activities of this remarkable network of programs, laboratories, and people, with a powerful mandate for change encompassing the University System of Maryland as well as the entire state.

The President and Vice Chancellor for Sustainability will grow and amplify UMCES' ability to effectively advise state and national leaders, and to prepare future scientists to meet the local and global challenges of the 21st century and beyond. Recognizing the criticality of addressing our climate challenges, the state of Maryland has committed to the most ambitious climate goals in the country and has directed significant new resources to building the superstructure to fulfill those goals; the President and Vice Chancellor will marshal these resources to lead collective action and meet the moment. While strengthening the systems and conduits for collaboration native to UMCES, they will serve as a compelling advocate for the centrality of UMCES' work to the future of the state, the nation, and the world.

The Board of Regents and the Chancellor of the University System of Maryland have engaged the services of Isaacson, Miller, a national executive search firm, in this recruitment effort. All applications, inquiries, and nominations should be directed in confidence, as indicated at the end of this document.

## **ABOUT THE UNIVERSITY OF MARYLAND CENTER FOR ENVIRONMENTAL SCIENCE**

UMCES' traces its illustrious history to the establishment of the Chesapeake Biological Laboratory in 1925, and it has operated as an independent institution under the aegis of the University System of Maryland since 1962. The smallest and most specialized of the 12 USM universities, UMCES is home to 74 graduate faculty, nearly 100 graduate students, and approximately 450 total employees. It is also the most geographically dispersed campus, which gives it a presence throughout Maryland and facilitates research on a wide range of environmental topics. This also inspired UMCES to become one of the original pioneers of interactive video communication and teaching in the USM more than 30 years ago.

UMCES' core research areas are:

- Biodiversity and invasive species
- Climate and energy
- Coastal and estuarine science
- Environmental chemistry and toxicology
- Fisheries and aquaculture
- Genes and microbes
- Ocean science
- Restoring and sustaining ecosystems
- Terrestrial ecology and land management
- Water resources and watersheds

The University centers its work on four strategic initiatives, creating knowledge to: maintain sustainable landscapes and seascapes, build coastal resilience, create healthy urban waterfronts, and accelerate the science of changing oceans and climate. A quick review of the [Guide of UMCES Experts](#) reveals the great breadth and depth of the faculty's relevant expertise.

UMCES serves as an institutional catalyst for sustainability across the USM. The University System of Maryland has a unique opportunity to lead in the sphere of public higher education as it seeks to influence the trajectory of change toward sustainability. The USM has embraced this challenge as part of its strategic plan, [Vision 2030: From Excellence to Preeminence](#), in which sustainability is a key pillar for student learning and research. UMCES has the unique role of helping the USM and its institutions strengthen its research capacity and execution on sustainability planning, particularly in the context of Maryland's ecosystems, environmental and sustainability challenges, and educational experiences at all levels. USM institutions have embraced signing the [University Climate Pledge](#) and working towards its goals.

The President of UMCES serves on the [Governor's Chesapeake Bay Cabinet](#) and the [Maryland Commission on Climate Change](#), provides leadership for the USM's sustainability programs, and coordinates collaboration across the USM related to environmental science, sustainability, and climate action plans. UMCES's researchers actively serve on critical advisory groups and committees to advance stewardship of Maryland and the Chesapeake Bay, and have more than 100 active local, national, and international collaborations, from the poles to the tropics and from headwaters to oceans.

UMCES has a total operating and research budget of approximately \$52 million, with roughly half of those funds deriving from state support and the rest largely from extramural sponsored research award programs. The institution has an endowment of approximately \$2.2 million and current annual philanthropic support of \$2 million.

### **The UMCES Network**

UMCES' labs, working in combination with the Maryland Sea Grant College, address the environmental challenges facing Maryland's diverse ecosystems and support hands-on graduate education under unique foci led by the faculty and research academic professionals. Graduate students are an integral part of the capacity of each lab to conduct its research and engagement missions.

[Appalachian Laboratory](#) scholars conduct research on ecosystems throughout the world with an emphasis on terrestrial and freshwater landscape ecology and biodiversity. The geographic emphasis of this work centers on Western Maryland, including both terrestrial and aquatic systems. The lab was founded in 1962 and serves as a facility for conducting research as well as a community of scientists who advise local, national, and international governments on forest and agricultural management, biodiversity conservation, and wildlife management. Appalachian Laboratory emphasizes citizen science and K-12 education.

- The Laboratory provides administrative leadership for a 70-institution collaboration, together with 12 federal agencies, formed in 2021 as the [Chesapeake Watershed Cooperative Ecosystem Studies Unit](#) (CHWA CESU). Its charge is to coalesce these resources to conduct research and education as well as to provide technical assistance in managing the ecosystem.

- The [Future Urban Climates interactive web application](#), developed by Matt Fitzpatrick (UMCES) and Robert Dunn (NC State), visualizes how city climates will change. It does this by comparing cities to illustrate the type of climate to expect in one location based on the current conditions of another.

Founded in 1925, the [Chesapeake Biological Laboratory](#) (CBL) is the oldest marine laboratory on the East Coast of the United States and the progenitor of UMCES. Proximate to the Western Shore of the Chesapeake Bay in Solomons, Maryland, this mid-Bay location at the mouth of the Patuxent River, places it within easy reach of the diverse aquatic and terrestrial habitats of one of the world's largest estuarine ecosystems. The lab specializes in fisheries science and ecosystem management with a locational focus on the Chesapeake Bay. The heart of its mission is to serve as an observatory for several different marine and coastal ecosystems, including basic and applied research on fisheries and fisheries management, estuarine ecology, environmental chemistry, and toxicology.

- CBL serves as the lead institution of [The Atlantic-Arctic Distributed Biological Observatory \(A-DBO\)](#) focused on developing a comprehensive marine observing network in the Atlantic region of the Arctic Ocean to monitor climate, environmental, and ecosystem changes.

UMCES' Central Administrative Offices are located in Cambridge, Maryland, on the campus of the [Horn Point Laboratory](#). The Laboratory's faculty engages in research on the biology, chemistry, physics, and ecology of organisms and ecosystems from wetlands and estuarine waters of the Chesapeake Bay to the continental shelf and open waters of the world's oceans.

- [Horn Point Laboratory Oyster Hatchery](#) is the largest of its kind on the East Coast of the US and is a unique research facility for studying the developmental stages of spawning oysters, as well as the study of oyster reef restoration and the overall health of the Chesapeake Bay and its estuaries.
- In October 2022, nearly 700 visitors came out to experience the Horn Point Laboratory Open House, with hands-on exhibits featuring the oyster hatchery, a sturgeon exhibit, and cutting-edge marine equipment.

Located on Baltimore's Inner Harbor, the [Institute for Marine and Environmental Technology](#) (IMET) is a multidisciplinary and multi-institutional facility that capitalizes on the strengths of UMCES, the University of Maryland, Baltimore County (UMBC); the University of Maryland, Baltimore (UMB); and Towson University (TU) to conduct marine and environmental research and create technologies designed to foster the protection and restoration of coastal marine systems and their watersheds. IMET conducts research on how these systems connect to healthy lives and communities through the development of new drug therapies, deployment of alternative energy solutions, and innovations in public health. IMET also focuses on developing sustainable, translatable technologies, like marine aquaculture, in the Chesapeake and

surrounding marine ecosystems. Two notable current projects are connected to developing entrepreneurship-driven solutions for climate challenges, including:

- [NOAA US Harmful Algal Bloom Control Technology Incubator](#) (US HAB-CTI), whose mission is to streamline the vetting process of novel Harmful Algal Bloom (HAB) control ideas so that the research community and funding agencies can focus on efforts that promise to be both scalable and effective at controlling the further spread of blooms.
- US Department of Energy supported pilot program on [carbon sequestration of emissions from fossil fuel power plants](#) through the use of engineered microalgae that is both cost-effective and scalable.

[Integration and Application Network](#) (IAN) is a cross-cutting division of UMCES that focuses on applying environmental science knowledge to solving problems and advancing environmental change. IAN synthesizes, engages, and communicates information related to environmental systems, with a special focus on the Chesapeake Bay, to improve the knowledge and use of this information by stakeholders in Maryland and beyond.

- For more than a decade, UMCES has produced [Chesapeake Bay Report Cards](#) that help to provide the scientific foundation for the effort to track, communicate, and improve the Bay's health and restoration. In 2020, for the first time, the report card expanded beyond traditional ecosystem indicators to include social, economic, and cultural indicators of the health of the Bay's watershed. UMCES has expanded its report card expertise well beyond the Chesapeake Bay, partnering with local groups to produce assessments of the Long Island Sound, Willamette River, Gulf of Mexico, and Great Barrier Reef. The latest report card generated more than 500 million unique views.

A USM program managed by UMCES, [the Maryland Sea Grant College](#) is a partnership with the National Oceanic and Atmospheric Administration (NOAA) based at the University of Maryland, College Park (UMCP). Together with the other divisions of UMCES, it works to apply science to protect and restore the Chesapeake Bay and Maryland's coastal resources. Situated at UMCES to ensure the independence and fairness of this federal program, it provides opportunities that support all colleges and universities in Maryland.

UMCES's researchers participate in the [Maryland Industrial Partnerships \(MIPS\) program](#), which provides funding, matched by participating companies, for university-based research projects that help companies develop new products. Since the program's inception in 1987, MIPS-enabled products have generated \$40 billion in economic output. MIPS is nationally recognized by the US Small Business Administration as a model program for best practices in transferring technology and is a proven program that contributes significantly to job creation and high-tech product development in Maryland. In the 32 years since the program started, 444 faculty researchers have worked with more than 600 Maryland companies to help

develop new products. MIPS-supported products have enabled Maryland companies to create more than 7,150 new, high-paying, long-term, high-tech jobs throughout the state. Current UMCES projects include partnerships to develop a new, man-made base for oyster aquaculture, as well as a technique to produce astaxanthin, an antioxidant health supplement from microalgae while reducing the discharge of nutrient-rich water into the Chesapeake Bay.

UMCES plays a crucial catalytic role in enhancing environmental research, education, and policy through these divisions, programs, and partners across the USM. The next President and Vice Chancellor for Sustainability will have an opportunity to deepen policy development and public impacts of the work of UMCES and the USM, strengthening and growing graduate education as well as K-12 engagement related to the environment, and expanding the research foci to incorporate new areas with the potential for impact and growth.



Figure 1: Source UMCES Reaffirmation of Accreditation p. 2

### Chesapeake Global Collaboratory

A “Think and Do Tank,” the [Chesapeake Global Collaboratory](#) is a new UMCES initiative aimed at accelerating solutions to complex socio-environmental problems by engaging diverse voices, novel approaches, and innovative data-intensive tools. This data science and analysis hub will enable UMCES to conduct ecosystem forecasting work in much the same way weather forecasting is currently conceptualized, and to serve as a communications and engagement nexus for relevant stakeholders. \$22 million in capital funding has been allocated for a building at the CBL campus, together with \$18 million in grant funding secured by faculty (three grants from the National Science Foundation and one grant from NOAA). Examples of the kinds of projects that the Collaboratory will conduct include:

- **Developing Climate Resilience:** Developing climate resilience requires not only understanding climate impacts and the consequences of various interventions but must include conversations among diverse stakeholders. Projects like the [Sustainable Agriculture Matrix](#), which provides the first-of-its-kind assessment for over 150 countries around the world with 18 related and measurable indicators of agriculture sustainability, engage new voices and tools that can help create a more resilient future.
- **Sequencing DNA to Protect Biodiversity:** Recent advances have made sequencing the genetic structure of organisms more practical, like the recent sequencing of the genome for the blue crab. Expanding this and using genetic fingerprints (e.g., eDNA) can provide novel insights into the structure and function of entire ecosystems, developing a new predictive capacity that can improve environmental stewardship.



## Students

UMCES has nearly 100 current graduate students and has nurtured more than 500 doctoral and master's degree recipients, mentoring them as they embark on new careers of research at major universities, managing natural resources in public agencies, advocating for policy solutions and climate justice, and driving entrepreneurial innovation in the private sector. Around 30% of its graduates pursue careers in academia, 32% in government, and the remaining 38% include leaders in corporations and environmental NGOs. UMCES also offers courses for undergraduates, professional development, K-12 students and their teachers, and professionals looking to better understand and respond to specific environmental problems.

Most UMCES students are enrolled in the USM's system-wide program in environmental science: the [Marine, Estuarine, and Environmental Sciences \(MEES\) program](#). MEES is the USM's premier graduate program for students interested in marine sciences to gain a combination of environmental science foundations and hands-on, applied research. Most MEES instructors are UMCES faculty. Students work in an interdisciplinary, interinstitutional, and cross-cutting format that trains them in team science and connecting scientific discovery with real-world problems. They use state-of-the-art technology, analytic approaches, and varying communications methods to engage with the considerable diversity of stakeholders connected to the mission of UMCES more broadly.

Graduate education is also supported through a [new joint program in Environmental Management and Sustainability](#) with Frostburg State University. Together, these programs serve as the pathway for student engagement and assignment to a given professor or lab. Students complete a core curriculum for their MS, MEM, or PhD, and then complete their applied research under the supervision of their committee members, who may be UMCES faculty or faculty at their collaborating institution or both.

UMCES also offers a comprehensive range of high-quality, accessible, and affordable educational opportunities through a partnership with edX, where courses can be audited for free, or students can choose to receive a verified certificate for a small fee.

## The University System of Maryland

Comprised of 12 institutions, three regional higher education centers, and a system office, the University System of Maryland is the state's public higher education system. USM supports a dynamic educational environment; 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. With a \$10.4 billion estimated annual economic impact on the State. Worldwide, the USM enrolls 162,623 undergraduate students and 42,945 graduate and professional students. The system attracts nearly \$1.3 billion in research expenditures, advancing understanding and practice in many areas, including bioinformatics, cybersecurity, environmental

science, food science, photonics, the social sciences, and vaccine development. USM's FY 2024 operating budget stands at \$7 billion.

## **ROLE OF THE PRESIDENT AND VICE CHANCELLOR FOR SUSTAINABILITY**

The President and Vice Chancellor for Sustainability will join UMCES at a pivotal moment in the history of the state of Maryland and the world, as the implications of global climate change to the long-term socioeconomic health and well-being of citizens statewide, nationally, and internationally have become impossible to ignore. The President and Vice Chancellor for Sustainability, reporting to the Chancellor of the University System of Maryland, will develop and execute a vision for UMCES' future that constructs stronger pathways for collaboration across UMCES while steering the work of the institution towards greater external partnership and impact. By structuring conduits for collaboration and structurally incentivizing a team-science approach to the work and a "One UMCES" culture throughout the institution, the President will encourage greater unit cohesion, *esprit de corps*, and scholarly impact. As the champion of UMCES to a broad and increasingly diverse audience across the state of Maryland, they will work to illuminate and enumerate its critical service to its constituents here, as well as the global implications of its work. And in the specific capacity of the Vice Chancellor for Sustainability, the System's nascent efforts will match its ambitious climate targets through the work of a leader who understands the power of diplomacy, persuasion, and collaboration. UMCES sits at the nexus of the USM research powerhouse and the state policymaking apparatus and acts as a catalyst and key driver of climate change policy; this leader will assess, coalesce, and enhance current efforts, strengthen existing funding streams, and continuously seek out new mechanisms of support.

Eight cabinet members report to this leader: four functional area Vice Presidents/Executive Directors (Advancement, Administration and Finance, Education, and Government Affairs); as well as the directors of the four laboratories. With many competing demands on the President's time, it will be essential that this leader cultivate a strong and capable senior leadership team to whom they can delegate as appropriate.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT AND VICE CHANCELLOR FOR SUSTAINABILITY**

### **Position UMCES at the forefront of environmental science in the US and globally**

The next President and Vice Chancellor will elevate the entire institution's global profile and name recognition in order to deliver environmental policy solutions at scale. Meeting the moment requires leadership that can convey to a broad audience the critical role UMCES has played historically in the state of Maryland, and which can craft an affirmative case for UMCES' and the System's transformative potential at a global scale to answer the crises of the future. Reinforcing UMCES' vital role and outstanding reputation within the region, they will raise its visibility and stature, highlighting the center's national and global reach and relevance of its work, from the Chesapeake Bay to the Arctic, and from genes to



ecosystems. They will leverage the clear investments from the state and USM, as well as the assets of its setting in a geographically and demographically diverse, real-world laboratory for the most relevant science aimed at the critical challenges facing humanity today.

Serving as a trusted environmental advisor for the state of Maryland, this leader will build strong relationships with public officials throughout the state. UMCES' President will represent the institution as a valued contributor to diverse national and international forums and decision-making bodies.

### **Sustain and grow UMCES' scholarly renown and impact**

The President will ensure that UMCES' work remains cutting-edge. Particular areas to pursue include expansion in the domains of environment and health, deepening the relationship with the University of Maryland, Baltimore and other programs across the USM in which the health-environment continuum is a more explicit focus of joint research and graduate training. Likewise, there is a compelling need for environmental justice research and policy work to better understand how environmental quality, poverty, and social disparities are intertwined. Such work is critical to the education and policy missions of the University.

The development and implementation of the Collaboratory presents an outstanding opportunity for the next President and Vice Chancellor to scale up and extend the impact of UMCES' work. Leveraging the Collaboratory facility and its research will be key to advancing the positioning of UMCES as a state, national, and international leader in solutions to environmental problems.

Educating graduate students is core to UMCES' mission. This president will assess and improve the support structures in place for current students, including those within UMCES and those created in collaboration with other USM universities, to ensure students have the supports needed to thrive in their work. Working in partnership with their senior leadership team and the USM, they will evaluate the current and historic numbers of UMCES graduate students and the potential need for growth.

### **Identify, cultivate, and secure increased levels of funding from the state, private philanthropy, and industry**

UMCES' next President will make a transformational impact on an institution already renowned for exceptional research, education, and policy work. Through a concerted effort to increase state and private philanthropic support, as well as funds flows from industry, the President and Vice Chancellor will have a lasting effect on the financial enterprise of UMCES. Furthermore, the President and Vice Chancellor will skillfully attend to UMCES' strong relations with state and federal governmental partnerships, helping to identify and cultivate new and expanded grant and fellowship opportunities, and will respond nimbly to a dynamic funding landscape, particularly as the state strives to fulfill the mandates of the Climate Solutions Now Act.

Another substantial area of opportunity is in deepening UMCES' focus on private philanthropy; this leader will make the case for support to prospective donors, cultivating and securing their support for UMCES' vital work. The President will also creatively diversify and grow UMCES funding beyond government and philanthropic support, advancing partnerships with business, industry, and technology and pursuing commercial applications of the center's scientific knowledge and discoveries.

**Advance a cohesive, robust, and affirmative "One UMCES" framework to further the university's impact**

While each lab can point to unique and remarkable contributions, ultimately, the power of the institution lies in work that spans disciplinary and geographic boundaries. The President and Vice Chancellor must strengthen the underpinnings and pathways that enable the entire institution to thrive and grow, attract top students, and leverage its geographic advantages and unique position in the USM and the state of Maryland. The President and Vice Chancellor will provide inspiring, entrepreneurial leadership for UMCES that ensures and enhances its high level of scientific excellence and impact.

**Ensure UMCES' priorities are aligned with the diversity of the state of Maryland, and that UMCES faculty and staff reflect the communities the institution serves**

One of UMCES' greatest assets is its location in the fifth most diverse state in the country, one whose varied ecosystems serve as a microcosm of the climate and population challenges facing the world. This allows the institution the opportunity to directly engage those communities most impacted by climate change, including those who have been historically underserved and marginalized from conversations about the environment. In the next President and Vice Chancellor for Sustainability, UMCES and the USM seek a leader who is committed to aligning the institution's priorities with those of underserved populations, and who will be a catalyst for social change. The President will work to ensure the scholars and staff at UMCES reflect the communities the institution serves, bringing a track record of success in opening the profession to those historically underrepresented in the field.

The President will bring personal attention to UMCES and the USM's long-standing commitment to a culture of diversity and inclusion, continuing the work and development of new strategies to advance programming and further academic discourse on issues surrounding DEI and climate justice. The President will bring UMCES to the forefront of advancing environmental justice research, education, practices, and policy that align with the needs of the community, with attention to co-development and community engagement. The next President and Vice Chancellor for Sustainability will look for ways to leverage the institution's financial and human resources to help combat the challenge of diversifying environmental science practitioners, remaining diligent in positioning UMCES' seat at the table for advancing equitable and inclusive policy at the local, state, and national levels.

## **Lead the charge for sustainability across the University System of Maryland**

The USM aspires to preeminence in sustainability and environmental research as part of its 2030 strategic plan, positioning UMCES as a leading institution in achieving these goals. At this critical moment, this next leader will embrace the role of Vice Chancellor for Sustainability, organizing, galvanizing, and steering the charge for sustainability across the University System of Maryland. They must build strong relationships with fellow USM Presidents and other colleagues in the University System and pursue cross-institutional opportunities to influence and motivate this work. Surveying the landscape of environmental science and sustainability research and activities across the USM, the President and Vice Chancellor for Sustainability will seek key opportunities for collaboration along the System's path to net zero.

## **QUALIFICATIONS AND CHARACTERISTICS**

UMCES seeks an innovative leader who is ardent about the institution's mission and its potential for immense impact. As a key spokesperson and ambassador for environmental science, the President of UMCES will have a central platform from which to influence public policy and enhance the visibility of the Center's important work. To be a highly credible representative among broad audiences, the President of UMCES and Vice Chancellor for Sustainability must be fluent in the diverse disciplines of UMCES and conversant in the languages of its external constituencies, public and private. The successful candidate will bring vision and a strong track record of success in scientific leadership, communication, and fundraising.

While no one candidate will embody all these attributes, the successful candidate will bring many of the following:

- A PhD or relevant terminal degree and scientific accomplishment sufficient to support a tenured faculty appointment at UMCES.
- Intellectual vision and a broad, interdisciplinary view of opportunities in basic and applied environmental sciences. A successful track record in bringing science to the public and to decision-makers and experience building productive partnerships with industry.
- A track record of fundraising success. Ideally, significant experience working successfully with donors across a broad spectrum. Strong relationship-building skills and the ability to help take fundraising to new heights.
- Public presence and exceptional communications skills; the ability to relate well to both scientists and non-scientists alike and to generate enthusiasm around ideas and actions.
- Successful experience leading an intensive and diverse research and/or educational program, initiative, or enterprise, ideally through expansion, innovation, and change. Sufficient

management and financial experience to oversee a complex, distributed \$52 million institution with multiple stakeholders.

- Strengths in team building, delegation, collaboration, and conflict resolution. Adept at leading within a structure of shared governance and considerable autonomy vested in the individual laboratories. Communicate openly, listen with intention, and lead through persuasion.
- An outgoing, charismatic personality. Impeccable integrity. Creativity, tenacity, optimism, and high energy. Discerning and a keen visionary with an aptitude for sensing change and willingness to travel frequently across Maryland as well as nationally and internationally.

#### **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications (including CVs and two- to three-page letters of interest responding to the opportunities, challenges, and qualifications outlined above) should be sent via the Isaacson, Miller search website: <https://www.imsearch.com/open-searches/university-maryland-center-environmental-science/presidentvice-chancellor>

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*The University of Maryland Center for Environmental Science is an  
Equal Opportunity Employer and welcomes a diverse pool of candidates in this search.*