

RH PERRY & ASSOCIATES
SEARCH COUNSEL TO HIGHER EDUCATION



Lakeland
COMMUNITY COLLEGE

EXECUTIVE SEARCH PROFILE

**VICE PRESIDENT FOR ADMINISTRATIVE
SERVICES AND COLLEGE TREASURER**

LAKELAND COMMUNITY COLLEGE

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The Opportunity

Lakeland Community College has been under new leadership since 2024. President Sunil Ahuja serves as the College's 6th President, having officially assumed the role on May 15, 2024. Since then, the College has embarked on transformative change. The College has stabilized enrollment after considerable decline and produced a balanced (even a surplus) budget. Responding to the reviews by the Auditor of State's Special Audit and the Higher Learning Commission's mid-cycle review, the College has addressed issues regarding right-sizing the personnel and rebalancing the resources.

Given the broad scope of responsibilities for this position, the VPAS/Treasurer post will be a central player in modernizing business operations, managing campus facilities in conjunction with ongoing facilities master planning, guiding personnel change management within the Administrative Services division, among other major opportunities. As such, the next VPAS/Treasurer must be well-versed in change management and able and willing to carry forward the college's vision and priorities rather than the preservation of status quo in a rapidly evolving higher education landscape.

The VPAS/Treasurer is an excellent leadership opportunity for an energetic, ambitious, and strategic leader who wants to make an impact in a community that cherishes the College. The individual reports to the President and to the College Board of Trustees jointly, with direct line reporting to the Board as the College Treasurer. The next person in this key leadership position at the College will have an opportunity to be a strategic partner to the President and the Board in ensuring the College's long-term financial sustainability and restoring the College as the "crown jewel" of Lake County.



Institutional Overview



Welcome to LAKELAND

Founded in 1967, Lakeland Community College was the first college in Ohio created by a vote of local citizens committed to providing higher education opportunities for people in the community. The College occupies 400 acres in Lake County which borders Lake Erie and is approximately 30 minutes east of downtown Cleveland, Ohio. Lake County is the smallest Ohio county in terms of land mass, but in the top 15% of Ohio counties for population, with over 231,800 residents (2020 U.S. Census Quick Facts). As of the Fall 2025 semester, 65% of Lakeland's students are residents of Lake County, while 33% of the college's students reside in one of the contiguous counties (Ashtabula, Cuyahoga, Geauga).

For over half a century, Lakeland has offered affordable, high quality learning opportunities to the residents of Lake County. The College currently offers 110 associate degree and technical certificate programs leading to high demand careers or transfer to four-year institutions. Additionally, Lakeland's Holden Partnership Programs provide an affordable and convenient option for community members wishing to pursue a bachelor's, master's, or doctoral degree from leading four-year partner colleges and universities.

Lakeland Community College Strategic Direction

The College has established Key Performance Indicators (KPIs) setting the strategic direction for the College leading to the institution's 60th anniversary in 2027. These include metrics on college finances; enrollment, retention, and completion; workforce development and community engagement; facilities; and philanthropy. The KPIs are included in this profile.

Mission

To provide quality learning opportunities to meet the social and economic needs of the community.

Vision

To be the best in creating quality learning opportunities.

Statement of Commitment

The institution declares that it will educate students by means of free, open, and rigorous intellectual inquiry to seek the truth.

The institution declares that its duty is to equip students with the opportunity to develop the intellectual skills they need to reach their own, informed conclusions.

The institution declares its commitment to not requiring, favoring, disfavoring, or prohibiting speech or lawful assembly.

The institution declares it is committed to create a community dedicated to an ethic of civil and free inquiry, which respects the autonomy of each member, supports individual capacities for growth, and tolerates the differences in opinion that naturally occur in a public higher education community.

The institution declares that its duty is to treat all faculty, staff, and students as individuals, to hold them to equal standards, and to provide them equality of opportunity, with regard to those individuals' race, ethnicity, religion, sex, sexual orientation, gender identity, or gender expression.

The Region



Lake County is a county in the State of Ohio. Its county seat is Painesville, and its largest city is Mentor. Lake County is ideally situated, providing residents with access to Lake Erie beaches, dozens of vineyards, wineries, and the nationally recognized Lake Metroparks. Other attractions include the Lake County historic Rabbit Run Theater and a minor league baseball team, the Lake County Captains, an affiliate of the Cleveland Guardians.

Lake County is about 15 miles from metropolitan Cleveland. Cleveland is designated a global city by the Globalization and World Cities Research Network. Cleveland is home to several major cultural institutions, including the Cleveland Museum of Art, the Cleveland Museum of Natural History, the Cleveland Orchestra, Playhouse Square, and the Rock and Roll Hall of Fame. Cleveland is also home to the Cleveland Metroparks and professional sports teams.

The College



Governance

The College is governed by a nine-member Board of Trustees. Three of the members are appointed by the Governor of Ohio and six members are appointed by the Lake County commissioners. All trustees are appointed to a term of five years. As a public institution and political subdivision of the state of Ohio, the board conducts business in compliance with Ohio Revised Code open meeting laws.

The College embraces shared governance as evidenced through a structure of councils, committees, work groups, and task forces. This is designed to facilitate participation in decision-making that unites all parts of the college and leverages the strength of diversity of the college community. The full-time faculty are represented for matters of collective bargaining by the Lakeland Faculty Association, an affiliate of the Ohio Education Association and the National Education Association. While not a union, the Lakeland Staff Association represents the interests of full and part-time non-teaching employees. Likewise, the adjunct faculty are represented by an advisory committee of their peers and academic administrators.

As a local tax-supported public institution of higher education in the state of Ohio, Lakeland is dependent on county tax levies, state support, tuition grants, and the Lakeland Foundation (primarily for scholarships). Every 10 years, Lake County citizens can vote to approve Lakeland's non-continuing operating tax levy in support of its mission. Voters approved the levy in 1992, 2002, 2012, and 2021. In addition, voters approved replacement of Lakeland's continuing levy in 2010 and a bond issue for capital improvement in 2016.

Institutional Progress

The College has made significant progress over the last two years on many fronts under the new leadership. Key accomplishments include:

- **Financial sustainability:** from deficit to balanced and surplus budget (with additions to college reserves) in one year
- **Enrollment stability:** from 44% drop in enrollment over the last decade to 4-6% increases over the last year
- **State auditor's report:** completed over half of the 10 items flagged by the auditor
- **Higher Learning Commission's review:** from 10 items of concern and a sanction recommendation to five items of concern and no sanction
- **Facilities:** sale of the Holden University Center and reopening of the Breakers cafeteria
- **Organizational structure:** right-sized the organization and streamlined staffing for a flatter structure
- **Rebalance resources:** reinvested portion of cost savings toward student support services and enrollment management connected to growth, retention, and institutional reputation

Lakeland will reach a major milestone in the College's history in 2027, when the institution will celebrate its 60th anniversary. Toward that end, the college has established a strategic direction under the theme of *Lakeland at 60: Resilient, Responsive, and Relevant*, which includes data-driven KPIs as benchmarks and metrics to guide and judge the institution's progress and success.



KPIs for Lakeland COMMUNITY COLLEGE

Lakeland at 60:
Resilient, Responsive, Relevant

	2024	2025	2026	2027
Financial				
SB6 Composite Score	1.8	2.8	2.8	3.0
HLC CFI Score	0.0	1.0	1.2	1.2
Reserve Fund Balance	\$11.2 M	\$14.0 M	\$16.0 M	\$18.0 M

Enrollment & Student Success				
Headcount - Total	4,431	4,650	4,750	4,850
Persistence	80%	82%	83%	84%
Retention	62%	64%	66%	68%
Completion	24%	25%	26%	28%

Workforce Development & Community Engagement				
Degrees Awarded	741	780	800	820
Certificates Awarded	376	400	425	450
Noncredit Awards	10	25	50	100

Facilities				
Age of Facilities	17.5 years	17.7 years	17.7 years	17.8 years
Physical Asset Reinvestment Ratio	1.2	2.3	2.1	1.0

Philanthropy				
Total Portfolio	\$12.3 M	\$13.0 M	\$15.0 M	\$17.5 M

Adopted December 2024

The College



Academics

The College is organized into three academic divisions: the Division of Arts, Humanities, and Social Sciences; the Division of Health Professions; and the Division of STEM+Business. The College is redeveloping its workforce development operation. Lakeland offers specially designed sequences leading to the awarding of certificates that have been developed in cooperation with industry, commerce, and local government to provide opportunities for people seeking to improve their occupational skills or to retrain for new occupations. The College offers healthcare-related education in 20 programs leading to certificates or degrees in various healthcare professions. Many health-related programs have 100% pass rates. The College's most heavily enrolled programs are in Nursing, Dental Hygiene, Radiology, Accounting, Business, Criminal Justice, and Information Technology and Computer Science. The College is in the process of developing several bachelor's degree programs as well as offerings in short-term certificates related to in-demand employment.

The College offers learning opportunities in a variety of modalities - fully online, hybrid, and in-person - with course durations of 8, 12, or 16 weeks. From staffed on-campus computer labs to a help desk, students have ready access to technological support services. Student success requires support beyond the classroom and Lakeland offers access to tutoring, student success navigators, early alert and monitored

check-in technology-based tools, a dedicated center for students requiring accommodations, a test center, counseling and psychological services, free career services, and more.

The College's non-credit professional development course offerings include the Basic Police Academy, American Heart Association courses, online small business courses (primarily accounting and finance related), and coursework to become a veterinary assistant. Adults of all ages pursue their love of learning by participating in courses and lectures with internationally renowned scholars and local experts who share their cutting-edge research and current topics of interest.

Accreditation

Lakeland Community College holds institutional accreditation from the Higher Learning Commission, and the College is authorized to provide academic programming by the Ohio Department of Higher Education. The College holds many programmatic accreditations.

Points of Distinction



The Campus

Lakeland's beautiful campus sits on 400 acres of rolling, wooded countryside about 30 minutes east of downtown Cleveland. The college's smoke and tobacco-free grounds and buildings are frequently sought out for various uses such as concerts, safety forces training, and high school athletic competitions. Eight connected buildings house classrooms, computer and technology labs, student success center, dining hall, bookstore, library, performing arts center, and a preschool. The state-of-the-art Health Technologies building opened in 2018 complete with replica surgical suites and hospital rooms and a fully functioning dental clinic open to the public. The college's Engineering Technology building has undergone major renovation, including an upgrade to the hands-on manufacturing equipment available to students. The Athletic and Fitness Center, plus outdoor athletic fields, tennis courts, and a fitness trail are located on campus. The College is a source of pride among the faculty, staff, and the local community.

Students

Lakeland Community College enrolled 4,627 students during the Fall 2025 semester at census, up from 4,431 in Fall 2024 at census. Two-thirds of students attend part-time, 72% are enrolled in at least one online course, and the average age is 27, highlighting Lakeland's service to working-age and career-focused learners who require flexible scheduling options. Additionally, 56% of students are eligible for financial aid, and Lakeland awarded over \$225,000 in scholarships in Fall 2025 to support student access and success. The College also enrolled 1,553 College Credit Plus (CCP) students, representing 34% of the total student population, with students from 46 high schools across seven counties in Northeast Ohio, reflecting strong K-12 partnerships. Student success indicators remain consistent, with a 62% fall-to-fall retention rate, 78% fall-to-spring persistence rate, and a 24% three-year completion rate.

Through the Holden Partnership Program, Lakeland partners with 10 four-year colleges and universities to provide clear pathways for students to continue their education and earn bachelor's and graduate degrees.

Working to enhance students' lives outside of the classroom, the Office of Student Engagement and Leadership (SEAL) provides students with extracurricular organizations and activities that encourage and develop leadership skills, provide opportunities for personal and professional growth, and promote and embrace human diversity.

The College has an active student government organization (Lakeland Student Government) and Campus Activities Board (CAB) and supports more than two dozen student organizations and programs, including the Emerging Leaders program. Many of the student organizations are career or degree-specific, while others offer opportunities to explore interests such as gaming (Gamers Guild) or hosting a radio show (Lake Effect radio) on the college's closed-circuit internet streaming radio station. In addition to promoting activities for students to increase their involvement in campus life outside of the classroom, SEAL coordinates new student orientation and publishes the Campus Connection e-newsletter and the Student Handbook and Calendar.

The Office of Student Development and the Dean of Students work closely with other college departments to serve and support students, manage a variety of student resources, and coordinate the college's CARE (Consultation, Assessment, Referral, Education) Team devoted to addressing student behavior that may be a cause for concern.

Points of Distinction



Intercollegiate Athletics

Lakeland offers students an opportunity to participate in varsity athletics competing in Region XII of the National Junior College Athletic Association (NJCAA) and the Ohio Community College Athletic Conference (OCCAC). Women's sports include volleyball, soccer, basketball, and softball. On the men's side, Lakeland offers soccer, basketball, and baseball. Lakeland's teams are known as the Lakers and their mascot is Crash—a blue wave of Lake Erie water crashing onto the shores, symbolizing “forward momentum toward a winning attitude.” He's fairly new, having been crafted in 2019. Throughout the years, the college's teams have won many conference championships and qualified for and advanced beyond the first rounds of national tournaments.

The college was excited to add eSports in the past year. Training and competitions are held in a new, dedicated room complete with game consoles, gaming-specific chairs, and advanced networking technology. The college offers live streaming of its athletic competitions, including eSports.

The Athletic Department strongly supports the academic mission of the institution and looks to create an environment that promotes excellence in the classroom, on the courts/fields, and in the community. In addition to organizing study tables for athletes, the athletic administration works closely with support services like the student success navigator program, the Learning Center for topic-specific tutoring and with the Lakeland Faculty Association to provide teams with embedded faculty athletic/academic liaisons.

The Lakeland Community College Foundation

The Lakeland Foundation is a 501(c)3, not-for-profit organization. The Lakeland Foundation's grants may provide resources for the development, provision of, and access to innovative programs that may fall outside the scope of the college's operating budget. The Foundation provides critical support to students in need of financial and other forms of assistance. While donor-supported efforts and programs span nearly all college departments, three of the most critical resources funded by the Foundation's donors provide swift and direct assistance for students related to scholarships, food insecurity, and unanticipated immediate needs.

The Lakeland Foundation, which is charged with oversight of Lakeland's Alumni & Friends Network, is working on targeted efforts to engage alumni both personally and philanthropically. As a result, our capacity to connect our alumni with meaningful, mission-driven opportunities to support Lakeland's programs and students continues to grow.



Position Description and Responsibilities



The Vice President for Administrative Services and College Treasurer provides effective leadership and direction to all elements of the Administrative Services Unit, serves as Treasurer and chief fiscal officer of the College, serves as a member of the President's Cabinet, works with the Board, and assists the President on projects requiring leadership at a vice-presidential level. This is a 12-month, full-time fully onsite executive position with a competitive salary and benefits.

All duties are performed under the general supervision of the President. College Treasurer duties are also under the general supervision of the College's Board of Trustees.

The position supervises administrative, supervisory/professional, and support staff personnel assigned to Business Services, Auxiliary Operations, Administrative Technologies, Campus Police, and Facilities Management. Facilities Director position carries dotted-line reporting to the President for visioning purposes.

Responsibilities

- Develop and recommend an annual budget for the College in alignment with the financial metrics in Key Performance Indicators; supervise expenditures of the approved budget.
- Coordinate development, presentation, and management of institutional budgets.
- Advise the President on effective fiscal practices and practice fiscal conservatism.
- Develop and recommend policy, procedures, objectives, and program improvements relative to all elements of the Administrative Services Unit.
- Provide leadership and direction in development and change management of financial, facility, and technical resources of the College.
- Serve as the College's primary liaison with external agencies relative to finance, facilities, and legal affairs.
- Modernize business operations by incorporation of up-to-date business technologies relative to budgeting, finance, etc.
- Provide oversight for the financing of capital and construction projects.
- Ensure compliance of Business Services, Auxiliary Operations, Administrative Technologies, Campus Safety, and Facilities Management divisions with all applicable procedural and reporting requirements.
- Advise management staff on effective fiscal, facility, and administrative practices.
- Develop, review, and administer contracts between the College and external entities.
- Provide leadership and supervision of the College's records retention policy, procedures, and practices.
- Serve as Treasurer to the Lakeland Foundation; this responsibility may be delegated as appropriate.
- Assist in the negotiation of collective bargaining contracts with exclusive employee representatives.
- Ensure compliance of Administrative Services divisions with all applicable procedural and reporting requirements.
- Coordinate with College's activities relative to litigation, claims, charges, and labor arbitrations filed with local, state, and federal agencies.
- Monitor the actions of local, state, and federal legislative bodies and advise the President on legislative matters.
- Participate and help coordinate Board of Trustees Finance Committee meetings and other committee meetings as requested by the President or the Board of Trustees.
- Participate in general governance of the College through membership in President's Cabinet and other governance bodies.
- Perform related duties as assigned by the President.

Qualifications



Education and Experience/Training

- Master's degree in a field related to administration of higher education, public, accounting, finance, or business organizations and experience and expertise in the management of business services, accounting, auxiliary operations, facilities, and administrative technology services required.
- Progressive experience working in governmental accounting, auditing, and budgeting is required, with 10 years of such experience preferred.
- Knowledge of U.S. GAAP and GASB accounting standards required.
- Professional accounting and/or finance certifications or licenses, such as CPA, CMA, CFE, CIA, CTP, etc. preferred.
- Management experience in a state-assisted institution of higher education preferred.

Knowledge, Skills, and Abilities

- Knowledge of effective techniques for management of business services, facilities, administrative technologies, contract administration, and campus safety and security.
- Skills and record of success in effective leadership and change management with reference to staff; oral and written communications; planning; organizing; budgeting.
- Abilities to apply applicable federal and state regulations and College policies and procedures; relate effectively to the College community.
- Work collaboratively to establish a culture of accountability on campus; leverage data for effective decision-making; tolerance for ambiguity.



RH PERRY & ASSOCIATES

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Application Procedures

Completed applications are due by March 27, 2026. To ensure full consideration, you will be required to submit: 1) a current resume or CV; 2) a cover letter addressing the position; and 3) the contact information for three professional references (a current or former supervisor, a current or former direct report, and a professional colleague). Please submit your application securely through our website at <https://rhperry.com/LCCAdministration>.

For further information, please contact:

Gena Glickman, PhD

Senior Consultant

847-313-5520

LCCAdministration@rhperry.com

George Santiago, PhD

Senior Consultant

516-510-1471

LCCAdministration@rhperry.com

RH Perry & Associates

206 East Chestnut Street,

Ashville NC 28801

www.rhperry.com

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 their consent.

Lakeland Community College Notice of Non-Discrimination

Lakeland Community College is an equal access and equal opportunity employer and is strongly committed to a policy of equal opportunity in its employment practices. The College does not discriminate against applicants on the basis of race, ethnicity, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, military status, disability, age, ancestry, pregnancy, childbirth, or related medical conditions, genetic information, or any other characteristic protected by law.

Please review [Lakeland's Mission, Vision, Purpose and Statement of Commitment](#).

<https://www.lakelandcc.edu>