



MARYMOUNT  
UNIVERSITY

# VICE PRESIDENT FOR FINANCE AND OPERATIONS TREASURER

Marymount University (Arlington, VA), one of the nation's most vibrant Catholic institutions, invites applications, expressions of interest, and nominations of candidates in its search for the next Vice President for Finance and Operations and Treasurer. Marymount seeks an entrepreneurial financial steward and collaborative leader to guide a broad portfolio of units crucial to the operations of a mission-driven university.





## IDEAL LOCATION

Marymount's location – in cosmopolitan Northern Virginia and just six miles from Washington, D.C. – offers a wealth of opportunities and resources for students, faculty, and staff as well as an outstanding platform for relationship building for Marymount's leadership.

Northern Virginia is the most populated region in Virginia and the Washington metropolitan area with more than two million residents. The Arlington region has recently received a host of accolades. It was voted the number two city in the nation for graduates by [Nerd Wallet](#), was ranked as the fittest city in the nation for the second year in a row by [USA Today](#), and was found to be the number one most educated city in the country among midsize cities (and number four among all cities) by [HeyTutor](#). It is also the economic engine of the Commonwealth of Virginia as well as the entire Washington metropolitan area. It boasts a large, diverse business community with a highly educated workforce and one of the lowest unemployment rates in the nation. Nearby Fairfax County is the second largest suburban office market in the United States and the largest in the Washington, D.C. area. It is also the largest office market in Virginia. The area is home to some of the nation's leading health care organizations, such as the Inova Health System, Children's National Medical Center, Virginia Hospital Center, and is near the National Library of Medicine and the National Institutes of Health.

Northern Virginia is known for its entrepreneurial spirit and technology-based companies. Currently, nearly 70 percent of all Internet traffic flows through Northern Virginia. Amazon has recently established new headquarters in Arlington, further bolstering the area's profile as a crucial hub for technology development.

The region also lays claim to world-class public school systems as well as some of the finest private schools in the country. Higher education plays a critical role in developing a highly skilled and competitive workforce. In addition to Marymount, Northern Virginia is home to several institutions of higher learning, including George Mason University, Virginia Tech – National Capital Region, and Northern Virginia Community College.





## INSTITUTIONAL MISSION

Marymount is a comprehensive Catholic university, guided by the traditions of the [Religious of the Sacred Heart of Mary](#), that emphasizes intellectual curiosity, service to others, and a global perspective. A Marymount education is grounded in the liberal arts, promotes career preparation, and provides opportunities for personal and professional growth. A student-centered learning community that values diversity and focuses on the education of the whole person, Marymount guides the intellectual, ethical, and spiritual development of each individual.





# CORE VALUES

Reflecting the mission statement, Marymount has seven core values:

1

## Professionalism:

The members of the Marymount community exhibit professionalism in all their activities and interactions and maintain a sense of accountability.

2

## Respect:

The Marymount community maintains and promotes an atmosphere of mutual respect, cooperation, and civility.

3

## Integrity:

The Marymount community conducts all activities and interactions in an authentic, transparent, and ethical manner.

4

## Diversity:

The Marymount community welcomes and values all individuals and recognizes diversity as a source of strength.

5

## Excellence:

The Marymount community consistently strives for excellence in carrying out the University's vision and mission.

6

## Faith:

The members of the Marymount community share a commitment to moral and spiritual growth and, consistent with Catholic intellectual tradition, are committed to living examined, purposeful lives.

7

## Service:

The members of the Marymount community actively seek to serve others and advance social justice.

Catholic colleges and universities have a long tradition of welcoming people of all backgrounds and faiths, and Marymount is an exemplar – providing a hospitable, diverse community where dialogue and friendship promote understanding and acceptance. ***At Marymount, each individual is recognized as a unique child of God whose contributions enrich the whole community.***





## ABOUT THE UNIVERSITY

Marymount is an independent, coeducational university offering bachelor's, master's, and doctoral degrees in a wide range of disciplines. The University, founded in 1950 by the RSHM, was, and remains, Virginia's only Catholic university and the only university headquartered in Arlington. Marymount has grown into a comprehensive, coeducational institution, emphasizing career preparation and advancement, promoting research in niche areas, and building on top of a strong foundation of the liberal arts.

Today Marymount serves 3,364 undergraduate and graduate students. Marymount offers easy access to the region's diverse political, historical, international, and cultural resources. The University also provides a full complement of academic and student services that ensure an outstanding education in a convenient, student- and career-focused environment.

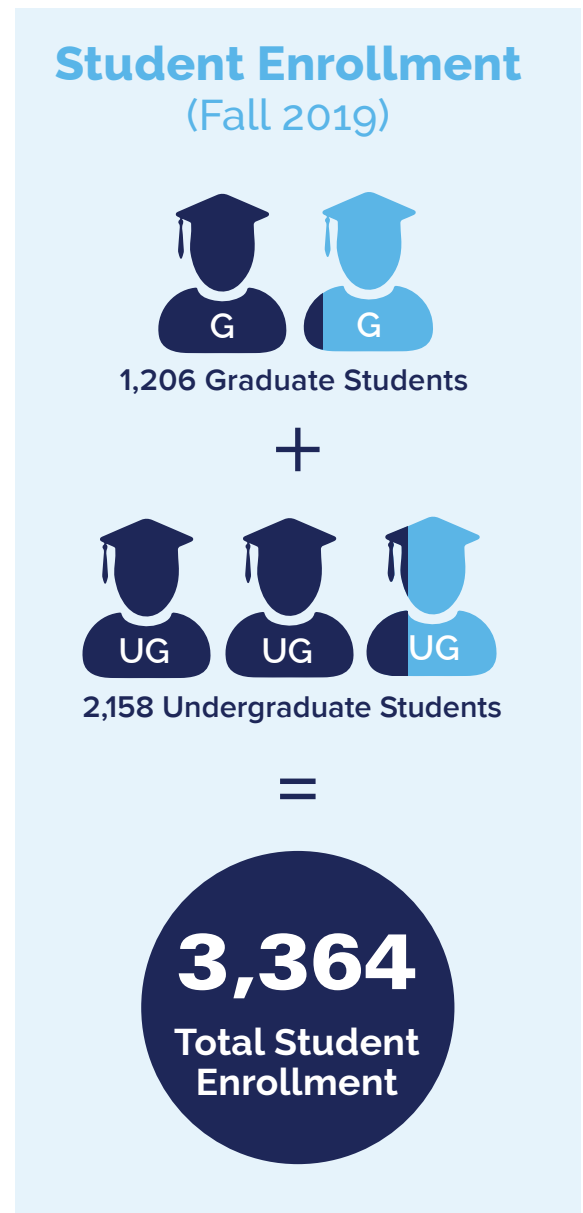
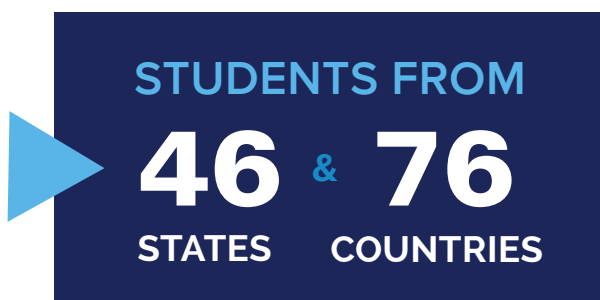
Marymount is ranked #37 in Regional Universities South in 2020 (up 21 places from last year), #21 in Best Colleges for Veterans, #58 in Best Value Schools, #3 in Ethnic Diversity, and #2 in its region for international student enrollment in *U.S. News & World Report's* 2020 edition.

**The University, founded in 1950 by the Religious of the Sacred Heart of Mary (RSHM), was, and remains, Virginia's only Catholic university.**

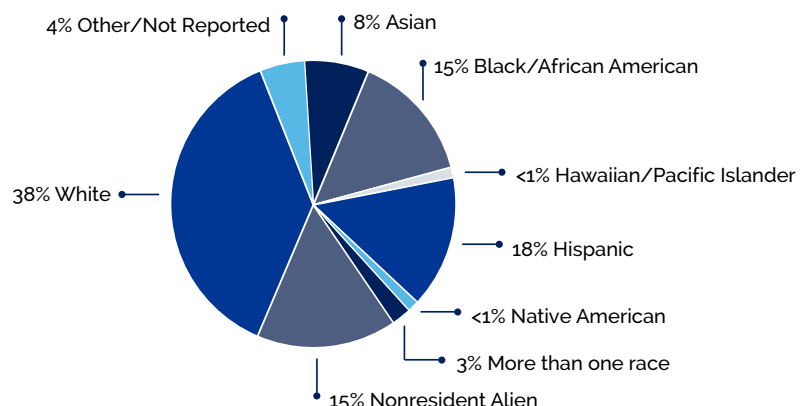


Carnegie classifies Marymount University as Master's Large. Total institutional enrollment for Fall 2019 included 2,158 undergraduate and 1,206 graduate students. Its student population is drawn from 46 states and 76 countries with a student-faculty ratio of 13 to 1. There is a mix of residential and commuter students, and approximately 750 students live in one of six residence halls. Eighty-one (81) percent of full-time, degree-seeking undergraduate students receive some sort of financial aid.

Marymount University's main campus is located on 21 verdant, rolling acres in the north end of Arlington, a short Metro ride away from the nation's capital. The main campus is home to academic buildings, residence halls, the recently renovated Sacred Heart of Mary Chapel, the Emerson G. Reinsch Library, the Rose Benté Lee Center, and the iconic Main House, which was once the home to Admiral Presley M. Rixey, naval surgeon general and personal physician to Presidents Theodore Roosevelt and William McKinley. The Main House is used today for administrative offices as well as special events and serves as a landmark among the campuses' more modern facilities. An addition to the main campus, affectionately known as "the Miracle on 26th Street," was completed in Fall 2010 and includes a 52,000-square foot academic building, a suite-style residence hall housing more than 200 students, underground parking, and an outdoor quad space for the campus community to gather.



### Demographic Profile of Total Student Population (Fall 2019)







## Ballston Center

In addition to the main campus, Marymount is very proud of its [Ballston Center](#) and its 4040 N. Fairfax site. Opened in August 2017, the stunning Ballston Center includes a nine-story 160,000 square foot academic/office building and 12-story, 200,000 square foot residential/retail building, each with underground parking. The complex is anchored by a public plaza and green space courtyard. Next door, The Rixey, a property acquired by Marymount in February 2019, offers retail space as well as residential apartments, including Marymount graduate student housing and dedicated affordable housing units. The 4040 N. Fairfax site is a leased space located just two blocks from the Ballston Metro, and it houses the University's physical therapy doctoral program and clinic.

### Ballston Center Fast Facts:

- ◆ Project cost: \$75 million
- ◆ LEED Gold Certified
- ◆ Public Plaza: 7,600 sq. ft.
- ◆ Courtyard: 3,000 sq. ft.

### Features:

- ◆ Forensic Research Lab
- ◆ Cybersecurity Lab
- ◆ Digital Learning Labs
- ◆ Finance Trading Room
- ◆ Conference Center \*
- ◆ Art Gallery - open to the public
- ◆ Seminar/Training Rooms \*
- ◆ Auditorium \*
- ◆ Starbucks
- ◆ eat> Café
- ◆ Chapel

*\*Available for Public Use*





# LEADERSHIP

## President

Dr. Irma Becerra took office as the seventh president of Marymount in July 2018 and was inaugurated in May 2019. A central focus of her inauguration was the unveiling of the University's newly approved five-year strategic plan, [Momentum: The Marymount University Strategic Plan 2019-2024](#). The plan sets an ambitious direction for Marymount with foci on enrollment growth, retention and persistence, external engagement, faculty research, philanthropy, and new revenue generation. There is broad support and enthusiasm for the new plan and a palpable sense of energy on campus stemming from President Becerra's leadership.

Most recently the provost and chief academic officer at St. Thomas University, Dr. Becerra is known for expanding educational access for students and keenly targeting programming to meet societal needs and changing demographics. Her academic career, both as student and professional, has blended mathematics, engineering, and systems thinking and processes in her studies, teaching, and administrative leadership. Prior to St. Thomas, she served at Florida International University (FIU) for almost three decades, including as a tenured professor in Management Information Systems and later as Entrepreneurship Center director, vice-provost and vice-president.

A Cuban-born American, Dr. Becerra immigrated to the United States with her parents when she was an infant, living in Puerto Rico through high school. Those formative experiences ignited her mind, imbuing her with a passion for knowledge along with a deep-seated belief that “no one can take away your education.” She earned both bachelor’s and master’s degrees in electrical engineering from the University of Miami and went on to become the first woman to earn a Ph.D. in electrical engineering from FIU.

She founded FIU’s Knowledge Management Lab and led major projects as principal investigator at the National Science Foundation, NASA (Headquarters, Kennedy, Ames, and Goddard Space Flight Centers) and the Air Force Research Lab. She was also a Sloan Scholar at MIT’s Center for Information Systems Research. Dr. Becerra has authored four books and numerous refereed journal articles in the areas of knowledge management and business intelligence. Her original research has also spanned such areas as enterprise systems, disaster management and IT entrepreneurship, making her a sought-after speaker and presenter both in the U.S. and internationally. An educator who began her career in the private sector and the holder of four patents and copyrights, Dr. Becerra is an ardent advocate for a STEM-educated workforce. She has brought to Marymount the mindset of a trained scientist and seasoned entrepreneur.







## ACADEMIC LIFE

Marymount offers academically talented students a demanding education with small classes and an engaged faculty. Marymount provides an array of rigorous undergraduate and graduate programs. A strong liberal learning core forms the foundation for the wealth of degree programs offered through Marymount's colleges. Recently, Marymount University has restructured its existing academic programs into three highly focused colleges, each combining disciplines to create broader educational and research opportunities. The new structure, which will be implemented immediately and completed during the fall semester, is designed to maximize interdisciplinary education and research while accommodating future student growth and program expansion to meet changing societal needs.

The curriculum is enriched by a First-Year Experience, an Honors Program, The Liberal Arts Core curriculum, the DISCOVER research program, and extensive opportunities for internships and study abroad. The most popular undergraduate majors at Marymount include: Nursing; Business Administration; Information Technology; Health Sciences; and Psychology. Programs in Art and Design are also a strength and magnets for new students.

Marymount offers more than 20 master's and doctoral programs plus numerous dual master's degree programs in a wide variety of highly sought-after disciplines and has earned accreditation or approval from prestigious organizations. Graduate students are an active part of the University community comprising about one third

of Marymount's student population. [Graduate programs](#) prepare students for entry into, or advancement within, a diverse array of highly desirable disciplines. Small class size, individual attention, career mentorship, exceptional graduate internship opportunities, nationally accredited and well-respected programs, and highly qualified faculty are all characteristic of a Marymount graduate learning experience. Each program has developed a curriculum delivery format to best meet the needs of its students: utilizing full-time or part-time day or evening programs, plus various combinations of online and on-campus formats.

Marymount has 165 full-time teaching faculty, 85 percent of whom hold the highest degree in their fields of study. A full-time staff of 234 members and part-time staff of 255 constitute the University's dedicated non-faculty and adjunct workforce. Staff members are partners in the academic enterprise at Marymount and embrace their roles as co-educators. The student-faculty ratio at Marymount University is 12:1, and the average undergraduate class size is 16 students. The average freshman-to-sophomore retention rate, an indicator of student satisfaction, is 72 percent.

Marymount blends theory with hands-on learning. To help prepare students for a career, all undergraduates complete an internship, clinical experience, student-teaching placement, or research project. Certain graduate programs also require experiential learning components. Internships and experiential learning strengthen knowledge, test career interests, and provide valuable professional connections that can lead to employment opportunities. The Washington, D.C., region offers unparalleled internship options, from Capitol Hill and the Smithsonian to the National Institutes for Health, and international corporations. Marymount's Quality Enhancement Plan, Empowering Students for Service, focuses on enhancing student learning through the lens of service. The focus of the QEP has emerged from one of the Marymount mission pillars – service to others.

Marymount offers a broad array of study abroad programs in Argentina, Australia, Austria, Belgium, Brazil, Chile, China, Costa Rica, Cuba, Czech Republic, Denmark, El Salvador, Estonia, France, Germany, Ghana, India, Ireland, Israel, Italy, Japan, Jordan, Kenya, Mexico, Morocco, Netherlands, New Zealand, Nicaragua, Panama, Peru, Slovenia, South Africa, Spain, Thailand, Turkey, Uganda, United Arab Emirates, and the United Kingdom. Periodically, condensed, highly focused programs are offered for undergraduate and graduate students. Students also have the opportunity to intern abroad.

Marymount is a member of the Consortium of Universities of the Washington Metropolitan Area, which allows students to take courses at any of the other 13-member institutions and to borrow books from their libraries. Member institutions include Georgetown University, The George Washington University, and The Catholic University of America.

For a full list, visit [www.consortium.org](http://www.consortium.org).





## STUDENT LIFE

Outside the classroom, students are involved in more than 30 clubs and organizations, including the Marymount University Student Government Association; honor societies; career-oriented groups; and social, service, and special interest clubs. The student life experience maintains a focus on the development of the mind, body, and spirit of all students by creating intentional, inclusive, and enlivened learning environments and programs designed to prepare students to be active and engaged leaders in their professional and civic endeavors. Marymount strives to develop students who value service and the promotion of justice; take personal responsibility for their actions and challenge each other to create a safe, healthy, and supportive intercultural community; strengthen connections with one another, the University, local and global communities; promote the values of the RSHM and the overall Catholic identity of the University; and advance the University's recruitment and retention efforts.

Student groups also plan and execute valued campus collaborations and beloved campus traditions. Included among them are Portfolio in Motion Fashion Show, Snowball (winter formal dance), SaintsFest, MaryTHON, Midnight Madness, the International Week and Banquet, MU's Got Talent, Dancing with the MU Stars, Halloweenfest, Homecoming, Family Weekend, Marymount Actors Guild Fall/Spring Production and many more.





## ATHLETICS

Marymount has a nationally-ranked athletics program and is a NCAA Division III school. Marymount recently moved to the Atlantic East Conference. The University fields teams in men's and women's basketball, cross-country, lacrosse, soccer, swimming, volleyball, golf, triathlon and men's baseball. The program has garnered 18 conference championships and 22 NCAA tournament appearances. The average team GPA is a 3.25, and the student-athletes' graduation rate is 70 percent. Student-athletes are engaged citizens, historically contributing more than 4,000 hours of community service annually. A wide variety of intramural sports are also available at Marymount.

## ALUMNI

Marymount has active records for more than 16,000 alumni spanning the globe, with an impressive 60 percent of alumni still living in the Northern Virginia region. They are successful leaders in education, business and industry, design, nonprofits, faith-based organizations, government, healthcare, athletics, and the fine and performing arts, among other sectors.





# FINANCES AND PHILANTHROPY

For the 2020-21 fiscal year, Marymount will steward a nearly \$100 million operating budget. In FY 2020, its endowment reached an all-time high of nearly \$50 million, double its value of eight years ago. The University's S&P's rating is BB+. For the 2020-21 academic year, tuition and fees are set at \$33,200 for full-time undergraduates. Basic room and board at double occupancy is \$14,500 per academic year. Graduate and summer tuition are \$1,090 per credit hour.

In Fiscal Year 2018, ending June 2018, the University completed a \$40 million capital campaign.

## ACCREDITATION

Marymount is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award doctoral, master's, and bachelor's degrees and was reaccredited in Spring 2018. In addition, many programs have specialized accreditations and approvals. For example, the Bachelor of Business Administration, Master of Business Administration, and the Master of Science in Leadership and Management programs are accredited by the [Accreditation Council for Business Schools & Programs \(ACBSP\)](#). The School of Business and Technology is now in the process of seeking accreditation from the Association to Advance Collegiate Schools of Business (AACSB). The Master of Science in Health Care Management program is accredited by the [Commission on Accreditation of Healthcare Management Education](#). The interior design programs are accredited by the [Council of Interior Design Accreditation](#).



# GOVERNANCE AND INSTITUTIONAL LEADERSHIP

The new Vice President will join a learning community with a rich tradition of shared governance and inclusive decision making. The University maintains an active Faculty Council, Staff Council, and Student Government. Students, faculty, and staff are routinely represented on key committees and task forces. Transparency is deeply valued on the campus, as is broadly-based participation.

Marymount's Board of Trustees is comprised of 28 members who are highly educated, many with terminal degrees, and represent a wide variety of professions. The Board of Trustees meets four times a year. The Board of Trustees provides fiduciary leadership of the University and conducts trustee business through various committees. For more information on the Board, please see [www.marymount.edu/About-Mu/Welcome/Board-of-Trustees](http://www.marymount.edu/About-Mu/Welcome/Board-of-Trustees).

Marymount has cultivated a strong senior administrative team with a notable spirit of commitment and collaboration. **At present, the president's senior administrative team includes:**

- ◆ Provost and Senior Vice President
- ◆ Vice President for Enrollment Management and Student Affairs
- ◆ Vice President for University Advancement
- ◆ Vice President for Finance and Operations and Treasurer
- ◆ Special Assistant to the President
- ◆ Director of Athletics







## THE POSITION

Reporting to President Becerra, the Vice President for Finance and Operations and Treasurer (VPFO) is a position that provides leadership for financial affairs, human resources, facilities, information technology, public safety, transportation, and auxiliary services. At Marymount, the Vice President oversees nine direct reports: Comptroller; Chief Information Officer; Assistant VP, Human Resources; Assistant VP, Campus Planning and Management; Assistant VP, Campus Safety and Emergency Management; Assistant VP for Strategic Initiatives; Risk Manager; Budget Analyst; and Senior Administrative Assistant.

The Vice President for Finance and Operations and Treasurer will:

- ◆ Oversee treasury, budgeting, audit, investments, accounting, purchasing, real estate and insurance activities for the organization
- ◆ Provide oversight in maintaining procedures and systems necessary to afford adequate accounting controls and services
- ◆ Work with the Board of Trustees Investment Committee to ensure appropriate investment of the University's financial assets
- ◆ Appraise the organization's financial position and issue periodic financial and operating reports
- ◆ Oversee the operation and maintenance of the University's facilities and auxiliary services, management of the human resources function, and management of information technology services
- ◆ Collaborate with enrollment management to ensure best practices in generating strong net-tuition revenue and effectively leveraging financial aid
- ◆ Collaborate with the Office of Sponsored Programs to ensure best practices in generating and managing federal, state, and private foundation grants
- ◆ Identify and capitalize on nontraditional approaches to financing that are built on partnerships, e.g., Public Private Partnerships (PPP)
- ◆ Serve as a member of the President's Cabinet and the Board of Trustees committees

# OPPORTUNITIES AND CHALLENGES

The Vice President for Finance and Operations and Treasurer (VPFO) must be a seasoned financial leader with the ability to oversee the University's fiscal, physical, and personnel resources. The successful candidate will be expected to address the following challenges and opportunities:

## **Steward Financial Resources and Ensure Financial Sustainability:**

Marymount University has been careful and creative with its resources. The new VPFO will be knowledgeable about budget management and academic business models and capable of adjusting the business plan to maintain and enhance Marymount's future financial security and support the strategic plan. The VPFO will be well-informed about best and contemporary financial practices and have the capacity to apply "fresh eyes" to the College's policies, processes, and contracts. This includes looking for ways to maximize the net tuition revenue. As a vigilant guardian of the institution's resources, the VPFO will be expected to provide thoughtful and strategic direction of Marymount's finances, guiding change where needed, and ensuring that Marymount maintains solid financial health long into the future.

## **Contribute to the Efforts to Navigate the Pandemic and the Evolving Higher Education Landscape:**

Marymount University will welcome students back to campus for the 2020-21 academic school year using a hybrid approach that is flexible and responsive to the changing conditions created by the coronavirus pandemic and directives from government agencies. The VPFO has oversight of many of the important units that will help to execute the plan in the fall and beyond. Given the uncertain times for institutions of higher education, the VPFO will need to bring proactive and forward-thinking ideas to help the Marymount community navigate the existing and potential challenges with sound stewardship of financial and personnel resources.

## **Collaboratively Create New Revenue Streams:**

The Vice President for Finance and Operations and Treasurer will play a key role in enhancing existing and developing new streams of revenue for Marymount. The new VPFO will unite with fellow vice presidents and other campus leaders regarding student recruitment and retention, athletics, fundraising and grant support, curricular and co-curricular program delivery, camps and conferences, and external partnerships to explore innovative opportunities for new pipelines of resources to the University.





## Enhance Communication and Partnerships Across the University and Community:

The respectful and considerate manner in which members of the University community interact should be strengthened by a highly visible VPFO's capacity to engage the campus in a genuine manner, in a multitude of settings. Of chief importance will be the VPFO's ability to ask thoughtful questions, seek input, listen carefully, share information openly, communicate decisions with clarity and care, and foster collegiality. The VPFO will demonstrate a sincere interest in the mission, an appreciation for Marymount's tradition of shared governance, and excitement for the dedicated work of students, faculty, and staff. The VPFO will also look for mutually beneficial opportunities to work with the community, including with other members of the Consortium of Universities in the Washington Metropolitan Area and by seeking out public-private partnerships.

## Continue to Improve Processes and Procedures:

Marymount recently invested in an external consultant to look for efficiencies and opportunities for more financial flexibility across the University. The VPFO has the advantage of the knowledge gained from this report to continue Marymount's efforts toward modernizing systems and maximizing efficiencies. The VPFO will help to continue the rollout of additional modules of the Workday system and an emphasis on providing a customer-centric approach. The VPFO will also look at opportunities to review and renegotiate vendor contracts.

## Champion Diversity, Equity, and Inclusion Initiatives:

Marymount is known as being one of the most diverse private colleges in the south and as a Catholic institution has a long tradition of welcoming people of all backgrounds and faiths. The Vice President for Finance and Operations and Treasurer has a broad portfolio that reaches across the entire University and engages a large number of staff. The VPFO will ardently support the University's efforts to promote diversity in all its forms among faculty, staff, and students and to foster an inclusive environment creating a dynamic and collaborative atmosphere on campus.





## DESIRED CHARACTERISTICS

The successful candidate will have a strong track record of success in financial administration, ideally within a higher education institution or a non-profit organization and have the requisite experience to lead and develop teams. The VPFO will be an energetic and accomplished financial leader with a passion for the mission and core values of Marymount University.

Extensive experience in and knowledge of financial management practices, ideally in higher education, is required. A Master's Degree and/or professional certification such as a CPA is preferred.

**The next Vice President for University Finance and Operations and Treasurer will have the ability to communicate effectively with the many constituencies whose contributions are required for the success of the University.**



# The successful candidate will possess the following qualifications and characteristics:

---

- ◆ Competence in all aspects of financial literacy including accounting, financial analysis, budgeting processes, cash flow, debt structuring and investing the University's endowments
- ◆ Well-versed in the wider trends of higher education finance, including financial aid leveraging and net-tuition revenue enhancement
- ◆ Strong budget management skills
- ◆ Experience with financial modeling and forecasting
- ◆ The capability to be decisive, make difficult decisions, and execute them effectively
- ◆ Outstanding communication skills with a focus on transparency, coupled with the ability to translate technical and financial information with clarity and care to multiple constituencies
- ◆ A forward-thinking nature with an entrepreneurial and strategic mindset
- ◆ Demonstrated ability to develop trust and to operate with fairness, integrity, and diplomacy
- ◆ Experience in supporting governing boards and in staffing committees or subgroups on matters of financial, capital investment, or administrative nature
- ◆ Experience recruiting, managing, leading, developing, retaining, and empowering a talented and diverse staff
- ◆ An ability to build relationships internally and externally and negotiate effectively
- ◆ A capacity to manage a diverse portfolio and represent and balance the needs of multiple constituencies
- ◆ Technological savvy with an ability to synthesize and use data to make informed decisions
- ◆ Experience working with administrative units such as human resources, campus facilities, and information technology



- ◆ Desire to support the mission, vision, and values of the University
- ◆ Demonstrated strong commitment to diversity and inclusion and fostering a multi-cultural environment
- ◆ Leadership qualities that demonstrate high emotional intelligence and active listening skills coupled with a personable and approachable manner

## THE PROCESS OF CANDIDACY

Review of candidates will begin immediately. For best consideration, please send all confidential nominations, inquiries, and expressions of interest to:

Ms. Julie E. Tea, Partner

Ms. Lindsay Allison, Senior Associate

Mr. Brian Bustin, Senior Associate

Storbeck Search & Associates

[MarymountVPFO@storbecksearch.com](mailto:MarymountVPFO@storbecksearch.com)

*Marymount University is a diverse and welcoming learning community and is an Affirmative Action/Equal Opportunity employer.*