

**FLORIDA KEYS COMMUNITY COLLEGE
DISTRICT BOARD OF TRUSTEES
SPECIAL MEETING
November 21, 2011
11:00 AM
Key West Campus
AG E N D A**

- I. CALL TO ORDER**
 - II. PLEDGE TO THE FLAG**
 - III. ADOPTION AND ADDITION TO THE AGENDA**
 - IV. PRESIDENTIAL SEARCH**
 - a. Presidential Profile
 - b. Search Committee Chair
 - c. Search Committee Selection and Approval
 - d. Search Committee Charge
 - e. Timeline
 - f. Budget
 - g. Compensation Range for New President
 - V. GOOD OF THE ORDER**
 - a. Public Input
- The next meeting will be held on Dec. 12, 2011, Marathon.**

Florida Keys Community College

Presidential Profile

Credentials

A doctoral or other terminal degree from a regionally accredited institution is required. At least three years of experience as a college/campus president or chief academic officer will be considered in lieu of the terminal degree.

Experience

A minimum of five years' experience as a college or campus president, preferably within the Florida system, or equivalent public/private sector leadership experience.

Skills Required

The Board of Trustees of Florida Keys Community College is looking for an honest, open, ethical, inspirational, and strong leader with focused energy who will lead the College by demonstrating the following qualities:

- A proven record of organizational or institutional growth
- A proven record of financial management in order to achieve sustainability for the college, its programs and services
- An approachable, collaborative, and transparent leadership style with documented evidence of working successfully with both internal and external constituencies, including a working knowledge and understanding of the political process and the ability to successfully work with it.
- A clear understanding of and commitment to the philosophy and mission of Florida community/state colleges
- A willingness to learn, accept, and adapt to the unique cultures of the Florida Keys
- A demonstration of outstanding interpersonal, written and oral skills
- A record of successful resource development through federal, state, local, and private sources which allow for creative program development and student and faculty recruitment
- A successful record of promoting partnerships with various constituencies, including other educational agencies, businesses, civic organizations, and community groups
- A clear understanding of the use and importance of both instructional and non-instructional technology, as well as distance learning
- A commitment to affirmative action and to achieving a climate that promotes cultural, ethnic, and gender diversity
- A commitment to playing a leadership role in the economic development of Monroe County
- A proven record of success in needs assessment and development of programs
- An ability to address a complex set of institutional and community needs by uniting all stakeholders toward the common goal of moving the college forward, including operating as a learning-centered environment and the professional development of college employees.
- An ability to provide leadership for the development of appropriate applied baccalaureate degrees and for the growth of partnerships with public and private baccalaureate granting institutions.

PRESIDENTIAL JOB PROFILE

SUGGESTIONS FROM FACULTY AND STAFF

- A discrepancy that I see is the 3 years of experience in lieu of a terminal degree and requiring 5 years of experience. I suggest making the credential 5 years of experience in lieu of the degree if we require 5 years of experience in the leadership role. Otherwise, someone with only 3 years of experience (in lieu of a doctorate) would be disqualified anyway by the 5-year experience requirement.
- Just to clarify...the credentials and the experience are **both** required, correct? For instance, if I don't have a terminal degree, I can substitute my three years experience as a Chief Academic Officer. But I still need five years experience as a campus or college president (which is not the same thing as a Chief Academic Officer), right?
- I would like to respectfully suggest that **both** the Credentials and Experience parts of the Presidential Profile be met by candidates. In other words, all candidates will have a minimum of five years experience as a college/campus president (per the Experience section), **in addition to** either a terminal degree or work experience (as defined in the Credentials section).
- A clear understanding of the use and importance of both instructional and non-instructional technology, as well as distance learning
- The College President should have some understanding or prior experience with campus housing.

- I would like to see the profile include the accomplishment of being a tenured faculty member at one point in the potential president's past career.
- In addition, I feel it is absolutely essential that any college president have a PhD or EdD, earned in a traditional face-to-face (not distance learning or limited residence) program.
- Preferred qualifications additionally include classroom-teaching experience
- ongoing interaction with student-government representatives,
- substantive experience with collective-bargaining negotiations (e.g. working with faculty council)
- significant fundraising experience in a comprehensive community-college setting.
- An earned doctorate from an accredited institution;
- A distinguished record of teaching and experience in public higher education;
- A minimum of five years successful campus administrative experience at a level with significant decision-making responsibilities affecting an entire campus or as head of a major academic or administrative unit in an academic environment;
- An understanding of and commitment to the principles of academic freedom, tenure, and shared governance;
- A demonstrated commitment to serving students, faculty and staff;
- A demonstrated commitment to diversity and inclusion as core values that enhance the educational process;
- A demonstrated commitment to affirmative action, and equal opportunity;

- A demonstrated strength in human relations, communications, planning, financial management, budgeting, and organizational skills to lead and inspire internal and external constituencies of the College;
- A demonstrated and an understanding of and commitment to private fundraising;
- An understanding of and commitment to the role of Florida Keys Community College as a part of a higher education system;
- A commitment to attracting traditional and non-traditional students into transfer programs as well as workforce programs (A.A.S.) and promoting approaches to enhance their opportunities for success;
- An understanding of the needs and concerns of the public and private constituencies of the College, as well as of the College community, including students, faculty and staff, alumni, and other College supporters
- Remove the At least three years of experience as a college/campus president or chief academic officer will be considered in lieu of a terminal degree
- Add to Experience section – “is preferred,” to the end of the first sentence in that section and add Candidates should have served as a tenured faculty-member for a minimum of 5 years at an institution of higher education.
- We absolutely DO NOT want someone with "equivalent" public/private sector business experience and we absolutely DO need someone who understands the nature of teaching at an institution of higher learning.
- I understand the desire, in this economy, to have a someone at the helm who understands business concepts such as marketing, recruitment and efficiency.

However, we are a college - not a business. As such, our primary concerns should be the quality and appropriateness of our academic programs and how all members of the college community support those those programs. We need a leader who is primarily committed to that mission who is surrounded by expert staff who can advise him/her on how to continue to develop logistical and fiscal programs to support that mission.

- Change the Experience section to read: A minimum of five years experience as a tenured faculty member, preferably in a STEM field, at an institution of higher education. AA robust track record of peer-reviewed research h publications, and experience developing undergraduate research programs
- A commitment to undergraduate research a an adjunct to classroom instruction
- A focused and well-articulated vision for the college as an baccalarureate institution in consideration of the FKCC's unique environment and culture
- Must have a terminal degree or in the process of obtaining one
- Teaching experience, preferably in higher education
- Proven track record in fundraising – it touches on it in the current document but why not come out and say fundraising?
- Vested interest in and familiarity with the Florida Keys community and its unique opportunities and challenges
- Visibility in the community
- Encourages the leadership of each FKCC student, staff and faculty member at the institution and in the community, a.k.a. promotion of volunteerism institution-wide to ensure the visibility of the institution community-wide

- Commitment to a positive working relationship with the Board of Trustees and its development
- Remove “At least three years experience as a college/campus president or chief academic officer will be considered in lieu of the terminal degree,” from the Credentials section
- From Skills Required section – Remove honest, inspirational and strong and replace with highly effective
- Change the 3rd bullet point under Skills Required section to read – An approachable, collaborative, and transparent leadership style with documented evidence of working successfully with both internal and external constituencies and with political processes at the institutional, local, state and regional levels.
- Change the 5th bullet point under Skills Required section to read – A willingness to work in active collaboration with public and private sectors of the Keys community.
- Change the 7th bullet point under Skills Required section to read – A record of successful resource development through federal, state, local, and private sources to support strong, diverse program development and student and faculty recruitment
- Change the 9th bullet point under Skills Required to read – A clear understanding of and vision for the role of instructional and non-instructional technology, as well as distance learning

- Change the 11th bullet point under Skills Required section to read – A proven record of success in accountability and evaluative processes, including needs assessment and development of programs
- Change the 12th bullet point under Skills Required section to read – An ability to address complex institutional and community needs, unite stakeholders in common goals, and institute and maintain learning-centered environments that ensure and professional development of college employees.
- Change the 13th bullet point under Skills Required section to read – An ability to lead development of appropriate applied baccalaureate degrees and forge productive partnerships with public and private baccalaureate granting institutions.
- Remove the 5th bullet point under Skills Required all together

SAMPLE OF RECOMMENDED PROFILE FROM STAFF MEMBER

Florida Keys Community College Presidential Profile

The president serves as the chief executive officer of the college and reports to the Board of Trustees. The Board of Trustees has five members who were appointed by the Governor of the State of Florida. The president oversees the college's \$10 million operating budget. Direct reports to the president include:

- Vice President of Business and Administrative Services
- Director of Human Resources
- Dean of Student Affairs and Accreditation
- Director of College and Public Relations
- Executive Director of the FKCC Foundation
- Executive Director, President's Office

Credentials

A doctoral or other terminal degree from a regionally accredited institution is required. At least three years of experience as a college/campus president or chief academic officer will be considered in lieu of the terminal degree.

Experience

A minimum of five years of experience as a college or campus president, preferably within the state of Florida college system or equivalent public/private sector leadership experience.

Responsibility Highlights

Interface with the FKCC Board of Trustees and FKCC senior staff to:

- Establish the vision for the college with achievable and measurable goals.
- Communicate the vision and goals to the FKCC staff, students and external communities.

Provide leadership for the:

- Institutional planning including development of the vision and goals into a strategic plan that encompasses all education, administrative and facilities departments with related budget.
- Identification and prioritization of the goals and projects within the strategic plan.
- Management of risks associated with the goals and projects within the strategic plan.
- Development of state-of-the-art vocational programs within the strategic plan by working with business and industry to ensure that the skills being taught meet employer expectations.
- Development of appropriate applied baccalaureate degrees and the growth of partnerships with public and private baccalaureate granting institutions.
- College accreditation process to ensure that ongoing compliance and process improvement programs are in place.

Represent the College on a local, state and federal basis by:

- Promoting and maintaining positive public relationships and open communication with all constituencies including professional organizations, cultural groups, businesses, schools and the press.
- Communicating an understanding and enthusiasm for the unique local population and the advantageous geographical location of the College in the beautiful Florida Keys.

**FKCC BOARD OF TRUSTEES
PRESIDENTIAL SEARCH COMMITTEE**

COMMUNITY MEMBER NOMINEES

Lower Keys

1. Bobby Highsmith Attorney

Middle Keys

2. Lt. Col. Rick Ramsey Monroe County Sheriffs Dept.
Daniel Samess CEO, Grtr. Marathon Chamber of Commerce

Upper Keys

3. David Ritz President of the Ocean Reef Club

FOUNDATION MEMBER SELECTION

4. Pat Miller

STUDENT MEMBER SELECTION

5. Gwen D. Oglesby

FKCC FULL-TIME FACULTY MEMBER SELECTION

6. John Majewicz

FKCC PART-TIME FACULTY MEMBER SELECTION

7. To be Determined

FKCC ADMINISTRATIVE STAFF MEMBER SELECTION

8. Douglas Pryor

FKCC PROFESSIONAL STAFF MEMBER SELECTION

9. Mike Cruz

FKCC CAREER STAFF MEMBER SELECTION

10. Aurora Stevens

BOT MEMBER/ COMMITTEE CHAIR

11. To be Determined

CHARGE TO THE PRESIDENTIAL SEARCH COMMITTEE

To assist the District Board of Trustees in finding its next President by:

1. Becoming familiar with the college, its mission, and its comprehensive program mix and services.
2. Be aware of the unique location of the College, and the linear configuration of the three campuses.
3. Carefully screening the applications of the qualified candidates to identify those most closely matching the College's needs.
4. Determining and recommending to the Board a methodology with which you proposed to cut the semifinalist pool to a finalist pool.
5. Forwarding an unranked list of from 3 to 5 finalists to the Board for their consideration and interview.
6. At the point the list of finalist is completed and forwarded to the Board, the work of the Search Committee is completed.

Role and Responsibility of the Chair

1. Convene, chair and facilitate search committee meetings.
2. Ensure that proper records and meeting minutes are kept.
3. Maintain records for ratings/rankings for second stage review that supports rejection and/or elimination of applicants.
4. Verify accuracy of individual committee member tabulations and appropriateness of any written comments.
5. Communicate with Committee on when to close applications and nominations.

Timeline for Presidential Search

October 2011

- Board to review job profile, timeline, budget and search committee composition.
- Send out email to employee groups, Faculty, Administrator, Professional, and Career for anyone interested in sitting on search committee.
- SGA to select Student Representative to sit on search committee.
- FKCC Foundation Chair to select member to sit on search committee.

November/December 2011

- Board to approved job profile, timeline, search committee composition and budget at the Special Board meeting in November.
- Board chooses candidates for community members, from Key West, Middle and Upper Keys, and the Board member to sit on the search committee at the Special Board meeting in November.
- Voting from employee groups on interested candidates.
- Appoint and charge search committee.
- Place advertising orders to appear in January and February publications in [Chronicle of Higher Education \(on-line and in print\)](#), [Diverse Issues in Higher Education \(on-line and in print\)](#), [AACC Community College Times \(on-line only\)](#), or [Community College Week \(on-line and in print\)](#) and the [Key West Citizen](#).
- Notification to Division of Florida Colleges, Florida Community College Presidents and other appropriate State organizations.

January 2012

- Create Web-Page
- Advertisements running through February

February 2012

- Develop application assessment tools
- Assemble search committee and conduct training.
- Application deadline March 15, 2012

March 2012

- Initial screening for minimum qualifications
- Assemble application packages for review by Search Committee.
- Search Committee reviews applicant files and reduces the number for further consideration
- Professional reference checks completed by HR
- Search Committee forwards final recommendations to Board

April 2012

- Board reviews and determines no fewer than 3 and no more than 5 candidates for interview from the recommendations of the Search Committee
- Interview schedule is determined
- Define interview process
- Board interviews finalists
- Background investigation completed
- Candidate selected
- Contract negotiated
- Start date July 1, 2012

BUDGET FOR PRESIDENTIAL SEARCH

TRAVEL	\$ 6,000.00	ESTIMATING \$1,200.00 PER FINALIST x 5 (Air fare, rental car, hotel for 2 nights)
ADVERTISING	11,690.00	
POSTAGE	500.00	
STIPENDS	<u>3,000.00</u>	
TOTAL	\$21,190.00	

ADVERTISING RATES - Two months (Jan & Feb, 2012)

The Chronicle of Higher Education – 1/6 pg. \$2,900.00 – includes on-line as well

AACC Community College Times– On-line only - \$1,800

Diverse Issues in Higher Education (prints every two weeks) - 1/6 pg. \$2,680 – includes on-line ad as well

Community College Week (prints every two weeks) – 6x6 ad \$3,560 – includes on-line as well

The Citizen (2 months because of price breaks for 28 day runs) – 21 lines \$800
(approximate, depending upon discount offered) Sunday (1 day) advertising is actually more costly

Total advertising costs proposed - \$11,690