




EXHIBIT "P"

OFFICE OF THE PRESIDENT

Item 8.4

PRESENT TO BOARD: DECEMBER 7, 2022

TO: SOUTH FLORIDA STATE COLLEGE
DISTRICT BOARD OF TRUSTEES

FROM: THOMAS C. LEITZEL 

SUBJECT: PRESIDENTIAL PROFILE AND MINIMUM QUALIFICATIONS

The following minimum qualifications and presidential profile are presented for discussion, consideration, and approval.

SUGGESTED MOTION:

Move to approve the SFSC Presidential Profile and Minimum Qualifications as presented.



Presidential Profile – South Florida State College

The South Florida State College District Board of Trustees invites nominations and applications for the position of president of South Florida State College.

About the College

South Florida State College (SFSC) is a comprehensive, open-access, higher education institution dedicated to providing a student-centered environment focused on learning and personal enrichment through quality programs and services for its approximately 5,700 students. At its campuses in DeSoto, Hardee, and Highlands counties and through its online presence, the College offers certificates, associate degrees, and bachelor's degrees (Supervision and Management, Nursing, and Elementary Education) that lead to the continued success of its graduates and a variety of opportunities for the educational, cultural, and economic advancement of the service district. Working in partnership with organizations and businesses, the College provides leadership and a comprehensive range of opportunities for advancement. SFSC is one of the 28 institutions of the Florida College System and is an equal access/equal opportunity institution. South Florida State College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and associate degrees. SFSC is a proud Hispanic Serving Institution (HSI) with approximately a 40% Hispanic student population.

South Florida State College was selected in 2022 among the 25 semifinalists for the 2023 Aspen Prize for Community College Excellence. The \$1 million Aspen Prize is the nation's signature recognition of community colleges that are improving and achieving equitable outcomes for students. Awarded every two years, the Aspen Prize honors colleges with outstanding performance in five critical areas: teaching and learning, certificate and degree completion, transfer and bachelor's attainment, workforce success, and equitable outcomes for students of color and students from low-income backgrounds.

SFSC educates and serves students and community at its four beautiful locations in Arcadia, Avon Park, Bowling Green, and Lake Placid, Florida. With over 70 academic programs that include healthcare, public safety, business, and workforce training, the College offers a variety of pathway options that provide students the education and training they need for high-paying positions within the region. The Dental Hygiene, Licensed Practical Nurse (LPN), and Cosmetology programs reflect a 100% first-time pass rate for state licensure. Other programs that have pass rates over 80% are Registered Nurse (RN), Law Enforcement, and Corrections. Additional non-credit programs that prepare the community for professional work include adult literacy, GED prep, English for Speakers of Other Languages (ESOL), and corporate training. Students have the option to add undergraduate research to their schedule to begin scientific or cultural research and continue at SFSC in one of the three baccalaureate degree programs or transfer to a four-year college or university. Most recently, SFSC received a \$2.8 million grant toward the development of Critical Workforce Academies within the school districts that the College serves and \$618,000 in state funding to expand its Commercial Driver's License (CDL) and Welding programs.

The South Florida State College Foundation solicits, receives, and manages financial support for the College through charitable donations from generous corporations, organizations, alumni, and private citizens. Each year, the Foundation hosts fundraising and recognition events to nurture relationships throughout the tri-county service area and maintains over 100 program-designated scholarships to support students. The SFSC Foundation also owns, operates, and maintains the historic Hotel Jacaranda on Main

Street in Avon Park. SFSC has permanent housing at the Hotel Jacaranda and has secured funding to expand student housing opportunities on campus. The student-athletes for SFSC's four athletic teams reside in the dormitory section of the Hotel Jacaranda. Women's cross country, volleyball, softball, and men's baseball all participate in NJCAA Division II. All regular season matches and games are free to attend for the community. Students can also join intramural sports teams and social clubs through multifaceted and lively student life activities.

About the Region

SFSC is situated in the rural Heartland region of central Florida where there are over 250 days of sunshine, and the average temperature is 80 degrees. The four campus locations are each located approximately 90 miles from a major airport, coast, or metropolitan city. While traveling toward any campus location, orange groves, dairy farms, and cattle ranches can be viewed across the natural landscape. Residents and visitors enjoy outdoor recreational experiences that include golf, fishing, and hiking within Highlands Hammock State Park, Peace River, and a collection of large and small lakes accessible within the region. The College uniquely provides artistic experiences to the community through the 1,460-seat Alan Jay Wildstein Center for Performing Arts and the Museum of Florida Art and Culture (MOFAC) on the Highlands Campus. Both venues maintain dynamic schedules featuring renowned artists.

Role of the President

The president serves as Chief Executive Officer (CEO) of the College, and provides leadership for its day-to-day administration, management, and operations, consistent with bylaws and policies established by the District Board of Trustees, Federal Code of Regulations and Administrative Rules, the Florida Statutes, and State Board of Education Code. The president oversees the quality of institutional programs and services, SFSC's financial position, and construction of and enhancements to facilities. As such, the president is responsible for consulting with and informing the Board on matters related to College opportunities and challenges, innovative higher education practices, substantive policy issues, operational risks and threats, and other matters that collectively enable the Board to discharge their governance duties and fiduciary responsibilities.

The role of the president includes critical internal and external duties and activities. Internally, the president develops and supports a team of professional administrators, faculty, and staff who personify exceptional competencies in academic affairs, student support and personal growth, financial management and resource development, property and facility management, and economic growth. The president is expected to be an active, visible, engaged, and essential educational leader throughout SFSC's service area and four campuses who takes proud ownership for the work done to advance the College in achieving the mission of SFSC. Externally, the president serves as an ambassador for SFSC on many fronts and engages with individuals and diverse audiences including education leaders, elected local, state, and federal officials, economic development entities, civic and public service organizations, and philanthropic agencies.

Opportunities and Challenges:

The College serves a large, geographically rural area with a culturally diverse population. The new president will enhance both enrollment and available state resources while leading SFSC's efforts to continue to create instructional programming, student success, and economic opportunities that are affordable, accessible, and life-altering for our students.

- **Bolster Student Enrollment, Retention, Participation, and Completion** – Underserved students benefit from the College's degree programs, certifications, and credentials. The College serves five public high schools throughout the tri-county region. SFSC maintains a well-credentialed and experienced faculty and professional staff, strong academic programs, a vibrant student life, and an

effective [pathways](#) program. The next president will increase enrollment, retention, and completion, and provide marketable credentials and/or transfer opportunities.

- **Resource Development and Financial Stewardship** – The next president of SFSC will identify public and private funding to assess and strengthen employee recruitment and retention, professional development, instructional and support technologies, new academic programming and scheduling, and facility enhancement and repurposing needs. Strong public and private partnerships, Foundation relations, federal and state grant opportunities, and strategic allocation of resources are all opportunities that must be pursued, as they are critical investments in the institution and its employees.
- **Promote Excellence in Pursuit of the College’s Mission** – The next president of SFSC will continue to promote the College’s mission in meeting the diverse needs of the community while providing high-quality, accessible, and affordable education, training, and services. The successful candidate will work to further SFSC’s Institutional Core Values of advancing student learning outcomes, advising, learning technology, mentorship, meeting the needs of a diverse student body, enriching pedagogy, professional development related to continuous quality improvement, enriching the economic and environmental health of surrounding communities, and expanding learning resources.
- **Create Engagement in Workforce and Economic Development** – The next president of SFSC should cultivate strong partnerships with regional workforce organizations, philanthropic opportunities, community development, businesses, and other economic entities. Engagement with the local business community is essential for creating pathways, allowing SFSC to be an integral part of economic solutions in the region.
- **Dignity and Respect for All Employees, Students, and Community Members** – The next president must be committed to the dignity and respect of all employees, students, and community members. The successful candidate will value diversity and inclusion, enriching the employee and student experience, teaching and learning environment, and community engagement. They will embrace the cultural, ethnic, gender, and economic diversity of all those who are employed at the institution and those individuals whom it serves.

Ideal Characteristics:

South Florida State College is seeking a partnership-focused president who will enhance outreach, increase enrollment and retention, grow degree and certificate offerings, engage the local philanthropic community, develop internal procedure enhancement strategies, and improve outcomes for students.

- An approachable and dynamic leader who is dedicated to the College, all students, and the communities of SFSC
- Dedication to enhancing lives and demonstration of a comprehensive approach to the diverse social and economic needs of all students
- Transformational and willing to take strategic risks to advance the College in meeting the rapidly changing educational environment
- A strategic visionary who has significant experience in accreditation, curriculum development, and articulation agreements
- A champion of access with a track record of advancing Diversity, Equity, and Inclusion (DEI) initiatives
- A forward-thinking innovator who has experience leading collegewide technology advancements to meet the needs of both students and employees

- A student success-focused leader who champions innovative curriculum, advances baccalaureate offerings, and increases support services for all students.
- An ardent and experienced planner in student housing, with familiarity in investigating new ways to provide additional housing opportunities
- A passionate student advocate who will further partnerships with the region's K-12 districts and institutions of higher education
- An enthusiastic supporter of a holistic student life experience, including student activities and athletics
- An entrepreneurial leader who builds partnerships with industry and civic entities in alignment with the College mission
- A financially prudent leader with extensive experience successfully managing large and complex budgets
- A strategic innovator who makes data-driven decisions and takes calculated risks to expand and develop programs and services in the best interest of the institution
- A gifted collaborator who advocates for the unique needs of a bilingual and multicultural community
- A politically astute leader experienced in working with federal, state, and local government entities and their employees
- A steadfast leader experienced in crisis management and safety planning
- A leader who is sensitive to the life challenges faced by community college students and employees
- An exceptional leader who is genuine, humble, compassionate, respectful, ethical, fair, transparent, and who is an empathetic listener capable of fostering a family-oriented environment for employees
- A higher education professional experienced in working with a rural college and community

Required Minimum Qualifications:

- Earned doctorate from a regionally accredited institution
- Five years of senior-level administrative experience in higher education
- Must establish primary residency within the tri-county district served by SFSC within the first year of employment