The Florida State College at Jacksonville Presidency

The Florida State College at Jacksonville (FSCJ) District Board of Trustees and Presidential Search Committee welcome nominations and applications for its new College President. This exciting leadership opportunity comes at a time of great transformation – within the College and the educational and economic landscape of the widely diverse community the institution proudly serves. The incoming president will succeed Kevin Hyde, J.D., a strong interim leader who artfully restored stability and meaningful relationships with industry and civic stakeholders in the short time he has been in the position.

Trustees are seeking a dynamic president who will continue this momentum to lead FSCJ to the next phase of excellence while maintaining its role as the “community’s college.” The incoming president will be invited to assume office during the spring of 2019.

FSCJ is part of The Florida College System, a network of 28 institutions, and is accredited by the Southern Association of Colleges and Schools to award the baccalaureate and associate degree.
The Community’s College

FSCJ – The Community’s College

Formerly known as Florida Junior College and Florida Community College at Jacksonville, FSCJ was founded in 1965 to serve the northeast Florida region as the first integrated, public, postsecondary educational institution in Duval and Nassau counties. During the 2017-18 academic year, the College served over 42,000 students. On an annual basis, more than 6,000 degrees and certificates are awarded. The College is comprised of four campuses and three centers and stretches across 1.3 square miles to provide necessary accessibility for its expansive service area.

The College prides itself on the significant role it plays in building a strong business community through its work in supplying a highly skilled, educated workforce that is both proactive and responsive to the unique needs of its diverse stakeholders. FSCJ seeks and stewards strategic partnerships to enhance the community’s workforce pool, leading to more productive, efficient and profitable industry output. These partnerships contribute to a higher level of social and civic engagement, generate the attraction of new industries and corporations and propel the overall economic and social development of the community forward.

About FSCJ

FSCJ has served northeast Florida for more than 50 years and continues to rank among the top colleges and universities in Florida. From an initial enrollment of 2,610 students in Fall 1966 to the current enrollment of 42,000-plus, the College has grown to offer 13 bachelor’s degrees, 49 associate degrees and more than 100 technical certificates and workforce certifications.
As the College builds upon its past and looks ahead to the future, its driving force is student success. FSCJ strives to fulfill its mission to provide high value, relevant life-long education that enhances the intellectual, social, cultural and economic development of the diverse community.

FSCJ is proud to welcome students from more than 154 countries around the world and at all stages of life, from age 12 to 106. The College exists to serve anyone who wishes to bolster themselves through higher education.

Guiding its students toward success, FSCJ provides a myriad of support services including orientation, academic advising, career development, tutoring, mentoring, student life and leadership, and child care assistance and counseling, to name a few.

FSCJ also offers various workforce continuing education programs, corporate training, active military and Veteran support services, adult education, English language programs and college readiness services.

In 2016, FSCJ was selected to join Achieving the Dream (ATD), a national community college network dedicated to improving student success. ATD acts as a catalyst to help colleges strengthen and build their capacity to ensure that more students complete postsecondary education, giving them greater opportunity for economic success. FSCJ is now in its third year of participation in the ATD network and continues to focus on improving student success. The primary vehicle for the ATD work is the strategic plan, Achieve 2020, which has one goal – to increase the success of FSCJ students. The approach to embedding ATD in FSCJ’s strategic
plan is gaining momentum and has tremendous potential to drive improvement at the institution.

FSCJ recruits and retains world-class faculty who transform the lives of the students they interact with on a daily basis. In the physical or online classroom, the faculty’s dedication to high-quality learning, academic excellence, innovative teaching methodologies and passion for the disciplines they represent inspires students to achieve at the highest level and prepares them for success in their academic, professional and personal lives.

FSCJ is committed to giving back to the neighborhoods it serves. Service learning, volunteerism and mentorship initiatives allow students the opportunity to connect with the community in unique ways while they gain vital life skills that leave a lasting impression and shape their perspective and trajectory.

Additionally, the College is supporting Downtown Jacksonville’s revitalization efforts through the complete conversion of a long-abandoned historic property into student housing and a culinary cafe. Inspired to provide a more inclusive and comprehensive college experience for its students, 20West Housing and 20West Cafe are in
full operation and have changed the landscape of the urban core. Local business and civic stakeholders uphold FSCJ as a critical resource for supplying the workforce pipeline – and thus the economic prosperity – of the region. In this role, the College helps in attracting new business and industry suppliers to establish and expand their footprint within the community. FSCJ has strong relationships with many prominent corporations including Vistakon, Citigroup, Florida Blue, Northrop Grumman, IBM, McDonald’s and Amazon who look to the College for skilled employees.

Many of FSCJ’s academic and support programs are made possible through the efforts of a remarkable resource development team that actively seeks and successfully obtains significant grant funding. During the 2016 fiscal year alone, they secured nearly $11 million from the National Science Foundation, the U.S. Department of Education, the U.S. Department of Labor, and various other federal, private and corporate supporters.

Additional institutional support and student scholarships are provided to students through the FSCJ Foundation and FSCJ Artist Series. Now in its 53rd season, the FSCJ Artist Series enriches the community with world-renowned theatrical performances and entertainment acts that inspire and delight people of all ages. While it began as a mechanism for providing greater access to the arts for students, the FSCJ Artist Series has broadened its reach to become the primary source for national and international professional productions in northeast Florida and southeast Georgia.
Since 1972, the FSCJ Foundation has been in place to secure financial resources for the advancement of FSCJ and its students. Thanks to donor support alone, this year more than $2.5 million was made available for student scholarships and institutional support, making it possible for many deserving students to continue their education.

Jacksonville is the largest city in the continental United States by area and its surrounding communities are home to nearly 1.6 million people, with the population expected to steadily rise over the next five years. The area is also ranked high for diversity. More than 14% of Jacksonville residents speak a non-English language.

Reinforcing its capacity to meet the increasing demand for programming, resources and skilled employees, FSCJ works closely with advisory committees and trusted community partners to identify opportunities and ways to most effectively address community needs for the mutual benefit of students, the College and the growing community at large.
Top College

Aspen Institute named FSCJ as one of the top 150 community colleges in the nation

FSCJ
Florida State College at Jacksonville

Number of students enrolled in a course (2017-18)

Wages

113% Higher

FSCJ graduates have an entry-level wage that is 113% higher than entry-level wages in the service area (per performance funding model)

$44,956 Salary

of FSCJ graduates compared to $21,091 for non-FSCJ graduates (Division of Florida Colleges)

95%

FSCJ’s job placement and transfer rate (per performance funding model)

Graduated

6,069 students in 2017-18 (FSCJ Office of State and Federal Reporting)

Top 3

Workforce Education Enrollment Program areas (System Fact Book): Business, Industrial, Marketing and Family Consumer

1,100 Workers Trained

Using customized solutions between January-December 2017, FSCJ trained nearly 1,100 incumbent workers throughout various companies at employer sites (FSCJ Office of Workforce and Economic Development)

95%

FSCJ’s job placement and transfer rate (per performance funding model)

$44,956 Salary

of FSCJ graduates compared to $21,091 for non-FSCJ graduates (Division of Florida Colleges)

3,362

Employed by FSCJ (FSCJ Office of State and Federal Reporting, FY 2018)

3,362

Employed by FSCJ (FSCJ Office of State and Federal Reporting, FY 2018)
FSCJ’s Campuses and Centers — Ensuring the College is Accessible to the Communities Served

Downtown Campus and Administrative Offices
Downtown Campus opened in 1977 and is home to the College's advanced technology programs, including computer networking and cybersecurity, advanced manufacturing, biomedical technology and biotechnology. Degree programs in other high-demand fields, such as culinary arts and hospitality, logistics and supply chain management, office administration, business management and early childhood education are fully offered on this campus as well. Pathways to high-wage, high-skill technical fields such as automotive technician, diesel technician, construction management, building trades and welding round out the diverse program offerings of Downtown Campus. Adults who need to learn English as a second language or complete a high school credential for entry into a college or career program can accomplish those goals here as well.

Administrative Offices are located next door in the historic Springfield area on the perimeter of Jacksonville's core business, entertainment and sports district.

The combined area of the complex, including the Urban Resource Center and Main Street building, consists of approximately 550,000 GSF on 33 acres.

Kent Campus
Kent Campus was completed in 1979. It consists of over 414,000 GSF on approximately 38 acres and serves the western and southwestern areas of Duval County as part of the Riverside-Avondale Historic District.

Programs offered at Kent Campus include accounting, business administration, information technology, interior design and financial services.

North Campus
North Campus opened in the late 1970s and now serves northern and northwestern Duval County and much of Nassau County. North Campus houses FSCJ’s health and human services programs, including the high demand nursing, dental hygiene and physical therapy programs. The Criminal Justice Center also sits on North Campus and provides education to those looking to work in law enforcement or public safety. Recent renovations
include an innovative, state-of-the-art medical simulation center, virtual reality lab, radiography lab and respiratory therapy lab. North Campus is also home to several sports teams, including softball and baseball. It covers more than 460,000 GSF and approximately 160 acres.

**Deerwood Center**

Deerwood Center was acquired in April 1994 and consists of an instructional and student support service building with approximately 500,000 GSF of academic space and a 500-space parking garage on 14 acres. The Center provides a full range of academic programs and houses FSCJ Online. Since the first phase of remodeling was completed in 2000, the facility has experienced rapid growth in enrollment. To meet this new demand, the College acquired the balance of the retail space in a nearby mall and constructed the parking garage. The space was remodeled in 2009, providing additional instruction areas along with an Information Learning Commons.

**South Campus**

South Campus is the largest of FSCJ’s campuses and serves the southern and eastern portion of Duval County. Currently, the campus consists of over 630,000 GSF on nearly 338 acres. South Campus houses many of the College’s fine arts and offers a unique mix of professional study programs including Converged Communications, ASL/English Interpreting, Paralegal Studies, IT Security and Digital Media/Multimedia Technology. The southern half of the campus is home to the Nathan H. Wilson Center for the Arts, a comprehensive performing and visual arts facility that hosts a wide variety of events. The campus also includes a gymnasium that serves several of the College’s athletics teams, including men’s and women’s basketball and cross country, and women’s volleyball. The northern half of the campus is used by the Fire Academy of the South (FAS). Originally opened in the early 1980s, the FAS provides training and education to emergency responders in public and private sectors.

**Cecil Center**

Cecil Center was established after the Navy vacated Cecil Field in August of 1999. The College leases two buildings from the City of Jacksonville and one from the Jacksonville Aviation Authority (JAA). All three of the buildings were extensively remodeled and are home to the College’s aviation-related programs, including Air Traffic Control, Aviation
Maintenance and Professional Pilot Technology. Cecil Center South consists of approximately 135,000 GSF and is adjacent to Cecil Airport. This is the site where the Aviation Center of Excellence was established. Cecil Center North is located along New World Avenue. In 2000, a 46,697 GSF education facility was constructed at Cecil Center North on 130 acres of College-owned property, just north of Normandy Boulevard. Additionally, a 6,000-square-foot Commercial Vehicle Driving facility was constructed along with a three-quarter mile track and large maneuvering area.

**Nassau Center**
Nassau Center was constructed on 102 acres in Nassau County and consists of 119,000 GSF. The Center has a state-of-the-art nursing lab and training areas for the College’s EMT, HVAC and electrical programs. FSCJ’s Cardiovascular Technology Associate in Science program is offered fully at Nassau Center. In addition, Nassau Center provides a conference space and an outdoor education center for local organizations and corporations to utilize. In 2006, the College, along with the Nassau County School District, completed a joint use agreement to utilize the Center for much-needed training for high school and college students in high-demand vocational areas and select academic areas.
FSCJ’s Mission, Vision, Values and Strategic Plan

Mission
Florida State College at Jacksonville provides high value, relevant life-long education that enhances the intellectual, social, cultural and economic development of our diverse community.

Vision
Florida State College at Jacksonville ... Growing minds today, leading tomorrow’s world.

Values
• Integrity
• Excellence in Teaching and Learning
• Culture of Honesty and Trust
• Creativity
• Respect for Diversity

Strategic Plan
Following is a brief summary of the current strategic plan, the time horizon of which concludes in 2020.

• Goal – Increase the Success of FSCJ Students:
  • Strategic Priority 1 – Provide a Student-Centered Education.
    • Position students to have a smart start to their academic experience.
    • Increase access opportunities for student enrollment, persistence and completion into programs that meet the educational needs of Duval and Nassau counties.
    • Implement high-impact practices that enhance student learning and support quality, rigorous and relevant educational programs.
  • Strategic Priority 2 – Impact Community.
    • Bridge educational attainment and workforce needs of our community and business partners.
    • Establish new and strengthen existing partnerships with local business, industry and community organizations.
  • Strategic Priority 3 – Increase Institutional Capacity.
    • Integrate Achieving the Dream proven principles of student success into institutional decision making.
    • Engage in planning, resource development and continuous improvement that will advance the College’s mission.
FSCJ Points of Distinction

- *College Choice* ranked FSCJ the **14th Best** U.S. Community College (2017).

- For the second consecutive time, the prestigious *Aspen Institute* named FSCJ a **Top 150** college in the nation for exceptional student outcomes.

- *Community College Week* ranked FSCJ **11th** in the nation for associate degree production.

- In 2017, *College Choice* designated the country’s thirty **best community college online degrees** and ranked FSCJ’s offerings **10th**.

- *College Choice* also bestowed these ratings on the following online programs in 2018:
  - Bachelor’s in **Management** – rated **3rd** on a list of the 25 Most Affordable Programs.
  - Bachelor’s in **Human Services** – rated **1st** on a list of the 15 Most Affordable Programs.
  - Bachelor’s in **Early Childhood Education** – rated **2nd** on a list of the 15 Most Affordable Programs.
  - The online Bachelor’s in **Early Childhood Education** earned further accolades from *BestEducationDegrees.com*, which rated it **11th** in 2017.

- Last year, *TheBestSchools.org* ranked the following **FSCJ online programs** compared to the rest of the nation:
  - Bachelor’s in **Supply Chain Management & Logistics** – **10th**.
  - Associate in **Office Administration** – **9th**.
  - Associate in **Business Administration** – **17th**.
  - Bachelor’s in **Early Childhood Education** – **18th**.

- In 2017, *AffordableColleges.com* ranked 10 affordable online Bachelor’s Degrees in **Supply Chain Management** and FSCJ rated **8th**.

- This year, *TheBestSchools.org* ranked the College’s online Associate Degree in **Information Technology** **7th** in the country.

- **Twenty-three** of the College’s degree and certificate programs have achieved specialized accreditation.
• FSCJ was designated a National Center of Academic Excellence in Cyber Defense Two-Year Education (CAE-2Y). FSCJ is currently the only Florida institution to be awarded the CAE-2Y designation, which demonstrates a commitment to innovation, educational relevance and the long-term success of the cyber security education program.

• FSCJ bachelor’s program graduates’ first-year earnings exceed the comparable incomes of newly-minted alumni from Florida universities by over $8,100.

• For the class of 2017, 95% of FSCJ’s new alumni were employed or continuing their education within one year of graduation.

• FSCJ’s Promise Program is the first of its kind in Florida, covering the cost of tuition, fees and books for eligible full-time students.

• In 2017, FSCJ celebrated the grand opening of a new Medical Simulation Center at North Campus, providing students hands-on experience through realistic patient care scenarios.

• In 2018, FSCJ opened its first student housing facility, 20West Housing, in the heart of downtown Jacksonville in the historic Lerner Building. Beautifully renovated to maintain the building’s historical character, it provides apartment-style living.

• In 2018, the Culinary Arts and Hospitality program celebrated the opening of two new outstanding facilities that provide students a hands-on learning experience while showcasing their talents:
  • Made possible by a generous gift from the Harry Frisch family and the Beaver Street Foundation, the Culinary Arts and Hospitality Program hosted the ribbon cutting for Cafe Frisch.
  • The program also held a grand opening of the student- and staff-operated restaurant, 20West Cafe, located on the ground floor of the building that contains 20West Housing, deepening the College’s commitment to the city’s revitalization efforts.
• FSCJ’s dual enrollment program includes approximately 4,000 students from the Duval County Public Schools and the Nassau County School District.

• The FSCJ Artist Series enriches the region’s quality of life immeasurably through a broad array of shows and performances. See https://www.fscjartistseries.org/

• In June 2017, FSCJ became the first college in Florida to partner with KIPP Charter Schools to increase college completion rates among students from underserved communities.

• Also, in June, FSCJ launched Pathways to Work, a workforce and employment initiative for high school students to prepare and place participants in entry-level, high-demand occupations such as construction/trades, culinary arts and global logistics.

• This past October, FSCJ was awarded a United States Department of Education (USDOE) Title III Strengthening Institutions grant totaling over $2 million. With this grant, FSCJ is creating a Collegewide program called Bridging Resources into Developing Goal-driven Educational Success (B.R.I.D.G.E.S.) to improve the student experience and outcomes at FSCJ.

• FSCJ was awarded a $460,000 Child Care Access Means Parents in School award from the USDOE to provide child care scholarship funds to low-income FSCJ students who are parents.

• In June 2018, FSCJ hosted the Bridging the Divide kick-off event. In partnership with the Rashean Mathis Foundation and Campus Compact’s Fund for Positive Engagement, the initiative was designed to explore the varying issues and challenges that create division and conflict within the community. Through collaboration with peers and faculty, students work alongside community members to develop solutions that strengthen and unite all of Jacksonville.

• Also, in June 2018, FSCJ was awarded the Florida Job Growth Grant from the Florida Department of Economic Opportunity and Enterprise Florida to support the Northeast Florida Advanced Manufacturing and Logistics Job Growth Program. This dynamic regional partnership brings together businesses, industry associations and supporting community organizations to target the high-growth industries of advanced manufacturing and logistics.

• Despite the disruption in higher education and the countercyclical nature of community college enrollments, FSCJ’s financial position is solid. The College has a balanced budget and an endowment of $41 million.

• The College’s District Board of Trustees is a talented, highly-accomplished diverse body dedicated to advancing FSCJ as a life-changing institution. See https://www.fscj.edu/discover/governance-administration/district-board-of-trustees.

• Finally, FSCJ is proud of its student-focused culture, where learners praise the dedication of faculty and staff to students inside and outside the classroom.
The new President of FSCJ will reside in metropolitan Jacksonville, one of the nation’s “Ten Best Big Cities to Live in Right Now,” according to Time’s Money Magazine, or in Nassau County, with a distinctly small-town charm. With gorgeous beaches, an amazing riverfront, a vibrant economy, a growing population, excellent educational and healthcare options, an exciting arts community as well as amenities and activities galore, it is no wonder Money Magazine placed the Jacksonville metro area in the country's top ten. It truly is the “Bold New City of the South.”

- Jacksonville is the continental United States’ largest city by land mass and the metro area is the fastest growing region in the Southeast.
- The Money Magazine article made several points that led to the city's top ten ranking.
  - Over the past eight years, the city's population has grown by almost 9%.
  - The city has a booming job market that is expected to increase 7.7% by 2022.
  - Jacksonville also achieved a top ten ranking in “The 20 Hottest Cities for Tech Jobs Now,” boasting an 111% annual growth rate in technology jobs.
- In 2017, Jacksonville was recognized as the 7th best market in the country among “The 25 Best Cities for Job Seekers Right Now.”
  - The city has 22 miles of public beaches.
  - Jacksonville offers the best intermodal connections in the South Atlantic. See https://www.jaxport.com/cargo/logistics-resources/intermodal.
  - According to Military.com, Jacksonville has the nation’s third-largest military presence.
- Nassau County is a high growth county having increased in population by 7.17% just in the last year according to the World Population Review.
  - The metro area is a highly diverse one, with cultures and backgrounds
from every walk of life.

- Jacksonville has the largest urban park system in the country. See https://www.visitjacksonville.com/things-to-do/.
- The area boasts 1,100 miles of navigable water including the St. Johns River and the Intracoastal Waterways, which provide a rich array of marine life and recreational opportunities. Jacksonville has more shoreline than any other city in the nation. See https://www.visitjacksonville.com/things-to-do/beaches-water/. The St. Johns River is the longest one in Florida and is the venue for the annual Mug Race, a sailboat regatta. See http://www.nbbd.com/godo/StJohns.html.
- Jacksonville’s history, arts and cultural communities shine brightly.
  - Visitors and residents can experience a unique blend of festivals, live music, art events and exhibitions. As a melting pot of cultures and races since 1564, Jacksonville is proud of its vast heritage and culture. See https://www.visitjacksonville.com/things-to-do/culture/.
  - Art and history are an everyday/everywhere occurrence in Jacksonville, whether in the city’s hip historic neighborhoods, in Downtown through an active Art in Public Spaces Program, at one of the Jacksonville Symphony concerts, at the Jacksonville Jazz Festival, during numerous street fairs and craft markets, or inside thought-provoking world-class museums which are some of the most visited in the Southeast. See https://www.visitjacksonville.com/things-to-do/culture/.
  - The Riverside Arts Market offers great food, live music and local artists’ work each Saturday. See http://ram.riversideavondale.org/participate/.
  - The Times-Union Center for the Performing Arts and The Florida Theatre are excellent venues bringing hundreds of renowned shows to the community each year. https://www.visitjacksonville.com/things-to-do/culture/performing-arts/.
  - Amelia Island in Nassau County was Florida’s first luxury tourist destination and continues to welcome over 500,000 guests yearly. See http://www.nassauflorida.com/Live-Work-in-Nassau.aspx.
  - The Island is also home to one of the top international car shows. See https://www.ameliaconcours.org/.
  - The City of Fernandina Beach in Nassau County hosts the popular Isle of Eight Flags Shrimp Festival, attracting over 100,000 people over the weekend-long celebration. See http://www.nassauflorida.com/Live-Work-in-Nassau.aspx.
  - Nassau County’s White Oak Conservation Center is one of the world’s premiere wildlife breeding, research and training facilities. See https://ameliaislandliving.com/fernandinabeach/2010/02/white-oak-plantations-animal-conservation-center-northeast-florida/.

• This year, **Duval County Public Schools** gained fourteen points and is now one percentage point away from being an “A-Rated” school district. See [https://dcps.duvalschools.org/domain/5268](https://dcps.duvalschools.org/domain/5268).

• **Duval County Public Schools** is also a top-three National Assessment of Educational Progress district. See [https://dcps.duvalschools.org/site/default.aspx?PageType=3&DomainID=4&ModuleInstanceID=8080&ViewID=6446EE88-D30C-497E-9316-3F8874B3E108&RenderLoc=0&FlexDataID=49697&PageID=1](https://dcps.duvalschools.org/site/default.aspx?PageType=3&DomainID=4&ModuleInstanceID=8080&ViewID=6446EE88-D30C-497E-9316-3F8874B3E108&RenderLoc=0&FlexDataID=49697&PageID=1).

• The area boasts **world-class health care**, featuring Baptist Health and its MD Anderson Cancer Center, the Mayo Clinic, UF Health, St. Vincent’s and the Veteran’s Administration.

• Jacksonville is a **great sports town**, with professional and college teams, including the NFL’s Jacksonville Jaguars and the Jacksonville Jumbo Shrimp, a Double-A affiliate of the Miami Marlins, as well as professional soccer, arena football and minor league basketball and hockey. It hosts the annual football showdown between the University of Florida and the University of Georgia, the TaxSlayer Gator Bowl, as well as professional surfing competitions. [https://www.visitjacksonville.com/things-to-do/sports/](https://www.visitjacksonville.com/things-to-do/sports/).

• From elegant bistros, to popular chains, fish camps and everything in between, Jacksonville is a destination for **food lovers** with great taste. See [https://www.visitjacksonville.com/food-drink/](https://www.visitjacksonville.com/food-drink/).

• There are 13 colleges and universities within 50 miles of Jacksonville, many of which are FSCJ partners. See [https://www.collegesimply.com/colleges-near/florida/jacksonville/](https://www.collegesimply.com/colleges-near/florida/jacksonville/).
Desired Characteristics, Talents and Experience

FSCJ seeks a highly accomplished, transformational leader who will empower the faculty and staff to build on its rich history and leverage its incredible potential. The College is “On the Doorstep of Greatness,” and is excited about collaborating with the next president to walk through the door to a new era of excellence, service, innovation and dynamism.

The College encourages candidacies from women and members of underrepresented groups. It also welcomes applications from leaders in professions other than higher education. Superb leadership ability, combined with passion for and fidelity to FSCJ’s life-changing educational mission, are essential elements for the most competitive candidacies.

The new president should:

• Have the skill to build a shared vision for the College and motivate others to follow.
• Have an enrollment and retention focus for all programs.
• Be committed to diversity, equity and inclusion and model that commitment for others.
• Embrace FSCJ’s ethos of open access and educational opportunities for all.
• Have a demonstrated track record that shows s/he will ensure FSCJ is well connected to the community and that the metro area’s perception of the College will be strengthened.
• Understand political dynamics, the College’s role in economic development as well as relationship-building and possess the skill to forge synergistic partnerships that enhance FSCJ.
• Have demonstrated, in a variety of roles, a track record of successful, innovative, results-oriented leadership of large, complex, multi-site organizations.
• Have a broad range of experience in supporting academic excellence and student success or compelling proof that s/he will be a champion for rigor and intellectual achievement.
• Have a commitment to academic freedom and shared governance.
• Be change-agile – understand what is working well, collaborate to build the case for change and lead through courageous decision-making.
• Possess superb communication skills in all facets – speaking, writing and listening – and use those talents to reach out to all stakeholders and constituencies.
• Be a builder of effective teams through an eye for talent and hands-on, collaborative leadership and delegation.
• Welcome disagreement and challenge from colleagues.
• Hold himself/herself and others to the highest standards of accountability.
• Show that s/he will relentlessly pursue business process redesign and technological modernization so the student service experience is a user-friendly and streamlined one.
• Evidence that s/he effectively uses data to create performance metrics and make informed decisions.
• Exhibit characteristics of honesty, integrity and ethics; openness and transparency; humility; and charisma.
• Have successful experience in forging a strategic partnership with a governing board.
• Exhibit superb financial stewardship.
• Have a record of successful fundraising or the aptitude for that vital enterprise.
• Make a concerted commitment to serve as president for a significant period of time.
Opportunities and Challenges for the New President

Enrollment to Career Success
Despite the countercyclical nature of community college enrollment and a difficult ERP implementation that resulted in a shortfall in 2017, the College’s credit hours rebounded in the fall of 2018. The growth of the Jacksonville area, the economic dynamism and the resulting skills gap of the region, as well as the thousands of military personnel in the area, all set the stage for enrollment successes in the future. The new president must lead the effort to seize these opportunities and increase enrollment, which will help ensure competitive remuneration for faculty and staff.

Florida’s Performance-Based Funding Model, integral to FSCJ’s vitality, allocates state dollars on the basis of student success, completion and career success. The new president must master the details of the funding model and work with colleagues to craft strategies that will lead FSCJ to Gold status under Performance-Based Funding.

A New Era
Those who work for FSCJ have experienced several transitions and are ready to embrace a leader who shows that s/he values them and their work. A skilled, collaborative, transparent, decisive leader will find FSCJ colleagues ready to
dream with him/her about how the College might seize the future and serve its students and the region in new and exciting ways. The new president must set the tone in establishing an atmosphere where constructive, dissenting viewpoints are welcomed. S/he also shall examine the College's organization to assure that FSCJ boasts highly effective teams working together to serve students and the region.

**Strategic Planning**

The time horizon for the current plan concludes in 2020. The next leader will have the chance to craft a transparent, comprehensive process for a new strategic plan that will touch all the topics integral to FSCJ’s future success. The process must be inclusive, and the finished product shall be reflective of a conversation where all perspectives are welcomed.

**Connections to the Community and Partnerships**

The president must be highly visible in the broader community and forge synergistic partnerships with the many collaborators ready to work with FSCJ in the educational, business, healthcare, governmental, philanthropic and non-profit spheres. S/he must be the face of the College to the community and set the tone for the metro area’s perceptions of FSCJ.

**Student Service - Processes and Technology**

While faculty and staff are enormously dedicated to FSCJ's learners, there are still process and technological challenges that make the student experience less streamlined than it could be. The new president must be steadfast in leading the charge to review all processes and systems that present unnecessary barriers to enrollment, student satisfaction and success, as well as completion. Business process review, as well as technological and human capital investment options, must be carefully examined to create solutions to these challenges.

**Legislative Advocacy**

To state the obvious, Florida’s Performance-Based Funding system is essential to FSCJ’s vitality and success. The new president must make it a top priority to form relationships with members of the legislature and the new Governor. S/he must be visible in Tallahassee during session and regularly connect with senators and representatives out of session. The new president should also collaborate with his/her counterparts in the Florida College System to present a united and compelling case to policymakers.
The Nomination and Application Process

The Presidential Search Committee will begin a review of applications immediately and continue work until an appointment is made. To assure the most favorable consideration, applications should be received by January 31, 2019, and include a letter of interest, curriculum vitae, and five professional references with email addresses and telephone numbers. References will not be contacted without prior authorization from the applicant.

Applications should be sent electronically (MS Word or PDF Format) to:
FSCJPres@agbsearch.com

Please direct nominations and inquiries to:
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