Position Specification

Metropolitan Community College - Penn Valley
Kansas City, Missouri
President

Institutional Background

In 1915, the Kansas City community was asking for local higher education opportunities and in response to the growing need, the Kansas City school board approved a post-secondary education experiment called the Kansas City Polytechnic Institute. The Kansas City Polytechnic Institute was officially established by the Board of Education on May 29, 1915, as the first public institution of higher education in Kansas City.

In a building located in downtown Kansas City, the Kansas City Polytechnic Institute began offering classes on September 7, 1915, with an estimated 200 students. In 1915 the Institute began with a junior college, a teacher training school, a high school, a mechanic arts school, a trade school, and a business training school. A nurse training school was quickly added.

As one of the first two-year colleges in the United States to award the associate degree, the Institute became a national model for two-year post-secondary education and received official accreditation in 1918 by the North Central Association of Secondary Schools and Colleges---only the third two-year institution in the country to be accredited by the North Central Association. At the time, the junior college division attracted so many students that the Institute officially changed its name to the Junior College of Kansas City in 1919.

In 1964 seven suburban school districts - Belton, Center, Grandview, Hickman Mills, Lee's Summit, North Kansas City, and Raytown joined with the Kansas City School District to create the Metropolitan Community College District (MCC). That year, the College Board of Trustees was also elected to govern the district and relinquish governing authority from the Kansas City Board of Education. As Kansas City expanded into the suburbs in the 1960s, so did MCC, opening the Longview, Maple Woods, and Penn Valley campuses in 1969. In the 1980s and 1990s, the Blue Springs, Park Hill, Independence and Fort Osage school districts joined the MCC district. Blue River Community College was named the fourth campus in 1997 and the Business & Technology campus was added in 2002.

In December of 2005, all five campuses joined together to become one Metropolitan Community College. The goal was to create a more unified district to serve the needs of students across the greater Kansas City region. Today, MCC offers more than 130 associate degree and certificate
programs on the five campuses, all located on the Missouri side of the Greater Kansas City area, encompassing 47 major buildings and about 550 acres in all.

Currently, MCC is the largest public education provider in the Kansas City area serving more than 37,000 students. MCC-Penn Valley (in Penn Valley Park) is located in midtown Kansas City, serves 6,000 students, and is home to the Francis Child Development Institute and the Carter Arts Center. The Penn Valley basketball team, the Scouts, won the 1996 NJCAA Men’s Division II Basketball Championship and was runner up in 1997 and 2002. Additional highlights of the Penn Valley campus include the Health Science Institute, health career programs, art programs, teacher education, the Applied Language Institute, and the Brooks Institute on Criminal Justice.

**Kansas City, Missouri**

The Greater Kansas City metro area includes a vibrant city and flourishing suburban communities, rolling hills and tree-lined boulevards, a thriving economy driven by thousands of small businesses, tech start-ups, medical research, and headquarters of companies like Hallmark and Sprint.

Kansas City is a community with a commitment to public schools, cultural amenities, acclaimed dining, and an affordable cost of living. *Kiplinger Magazine* rated Kansas City as one of the 50 Smart Places to Live.

The living amenities range from urban lofts to old-style neighborhoods to sprawling suburbs. Kansas City’s neighborhoods are as diverse as its residents.

Kansas City hosts a vibrant arts and culture scene that is supported by a variety of venues and events—the Crossroads Art District, the new Kauffman Center for the Performing Arts, the Nelson-Atkins Museum of Art, and the Starlight Theater outdoor stage in Swope Park.

Kansas City residents also participate in an active professional sports scene that includes the Kansas City Chiefs, Kansas City Royals, Sporting Kansas City, and the Missouri Mavericks.
For more information about Kansas City, visit http://www.kcchamber.com/

Metropolitan Community College District

Mission

Preparing students, serving communities, creating opportunities: in order to accomplish this mission, the board of trustees has empowered the chancellor, as executive officer, to implement its policies. The chancellor, with the other officers of the District, will provide leadership in the implementation of the mission and goals of the District.

Vision

Learning is the focus of everything we do at Metropolitan Community College. Student learning is central to our mission; employee learning is key to our strength; and organizational learning is the foundation for innovation and growth. Learning is a lifelong process. Learners are whole persons with intellectual, physical, emotional, spiritual, social, ethical, vocational, and economic dimensions. As learners, as facilitators of learning, and as an organization, we accept responsibility to:

- manage learning and commit the time and energy that meaningful learning requires.
- encourage free, open, and respectful exchange of ideas as a natural part of change.
- synthesize tradition and innovation in order to enhance academic achievement.
- design and implement structures and processes that promote learning.
- draw on diversity to influence and inform learning.
- engage in continuous assessment, reflection, and adaptation.
- create a physical, social, and intellectual environment that supports learning.
- build partnerships that promote individual, institutional, and community betterment.
Purpose

In pursuit of MCC’s mission, the District will:
- provide courses and associate degree programs that prepare students to transfer to four-year colleges and universities to complete bachelor’s degrees.
- provide courses, certificates and associate degree programs to prepare students to enter the work force in skilled jobs and careers.
- provide courses, certificates and associate degree programs to assist adult workers to upgrade their job skills, change careers, or advance in their careers.
- provide instruction in core academic skills that prepare students to succeed in college-level courses and programs.
- provide student development and support services to assist students to achieve their academic, career and personal goals.
- provide and support activities to enhance student learning outside the classroom.
- provide a range of services and accommodations to help all prospective students overcome barriers to access college programs and opportunities.
- provide courses and other educational and cultural activities to enrich the lives of members of the community.
- provide business support services and other training and assistance to support the economic development of the community.
- collaborate with other educational institutions, community-based organizations, agencies, businesses and industries to meet the needs of the community.

Strategic Plan

The MCC community is currently working on a new strategic plan. A website devoted to that effort may be accessed at blogs.mcckc.edu/strategicplan. The website outlines the six areas the strategic plan is focused on: student success, strategic resource development and allocation, teaching and learning, culture and environment, equity, and structures and processes. The website lists and provides background on the District’s five existing strategic priorities, which were a starting point for the current effort. Those existing themes are: completion priority, climate, student learning, resource prioritization and enrollment management.
Leadership

Mark James, Chancellor

On January 21, 2010, the Metropolitan Community College (MCC) Board of Trustees announced the selection of vice chancellor of administrative services Mark James as the College’s next chancellor. As chancellor, James has focused the college vision on maximizing student success through a revamped strategic plan, expanded workforce training relationships with area businesses, improved strategic enrollment management, and prioritized resource allocation through zero based budgeting.

Prior to joining MCC, James was appointed by Governor Matt Blunt as director of the Missouri Department of Public Safety and State Homeland Security Advisor from 2005 through 2009. Mark oversaw the Missouri National Guard, Missouri State Highway Patrol, Missouri State Water Patrol, State Emergency Management Agency, Division of Fire Safety, Capitol Police, Division of Alcohol and Tobacco Control, Gaming Commission, Veteran’s Commission and Office of Homeland Security. He served as incident commander of 20 presidially declared disasters in Missouri, revamped the State’s Emergency Operations Plan and championed a statewide interoperability of communications system.

James’ public service began in 1978 with the Missouri State Highway Patrol where he worked as a trooper, undercover investigator, and supervisor of the Intelligence Section. In 1987, he joined the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) where he spent 20 years advancing through the ranks of special agent in Kansas City to resident agent in charge of the Omaha Field Office, to chief of ATF’s Intelligence Division in Washington, D.C. His final assignment was leading the four-state region of Missouri, Iowa, Kansas, and Nebraska as special agent in charge of the Kansas City Field Division. His career highlights with ATF included many notable cases such as the Oklahoma City Bombing, TWA Flight 800, the Olympic Bombing in Atlanta, UBL, Columbine, and the capture of the D.C. Snipers.

James currently serves on the Mid-America Regional Council (MARC) homeland security policy committee, Greater Kansas City Chamber of Commerce, Economic Development Corporation, Full Employment Council, and Missouri Community College Association Presidents and Chancellors Council.

James is a published author on Russian organized crime and domestic terrorism. He earned a master’s degree in strategic intelligence from the National Intelligence University in Washington, D.C. and a bachelor’s degree in criminal justice and administration from the University of Central Missouri. Based on his body of work, he was awarded an honorary doctorate of laws from the University of Central Missouri, named a distinguished graduate of the National Intelligence University, and made an Intelligence Fellow by the Director Central Intelligence.
James balances his career with sports and fitness. For more than 10 years, he has mentored student athletes coaching football and basketball while raising two children with his wife Debra. Debra and Mark are longtime residents and former business owners in the Northland of the Kansas City metropolitan area.

**The Academic Program**

MCC utilizes a semester-based academic calendar. Students may earn degrees and certificates in 22 different fields at Penn Valley. Popular programs include: liberal arts and sciences, general studies and humanities, health professions and related programs, and engineering technologies and engineering-related fields.

In addition to MCC’s institutional accreditation, by the Higher Learning Commission of the North Central Association of Colleges and Schools, the academic programs listed below at Penn Valley are individually accredited.

- Child Growth Development
- Dental Assisting
- Health Information Technology
- Practical Nursing
- Professional Nursing
- Occupational Therapy Assistant
- Physical Therapist Assistant
- Radiologic Technology (Radiography)
- Respiratory Care
- Surgical Technology
- Virtual Hospital
Twenty-two degrees or certificates are offered at MCC – Penn Valley:

- Associate in Arts – Teaching
- Associate in Arts – Transfer Degree
- Associate in Engineering
- Associate in Science – Biology
- Associate in Science – Chemistry
- Business Accounting
- Business Management
- Computer Science
- Criminal Justice
- Dental Assisting
- Early childhood and Development
- EMS – Paramedic
- General Education Certificate
- Graphic Design
- Health Information Management
- Occupational Therapy Assistant
- Paralegal Practice
- Physical Therapist Assistant
- Practical Nursing (LPN)
- Professional Nursing (RN)
- Radiologic Technology
- Surgical Technology

The MCC system has 904 total faculty members:

- Full-time: 24%
- Part-time: 76%
- Female: 55%
- Male: 45%
- Student: Faculty Ratio: 26:1
MCC’s new state-of-the-art Health Science Institute (HSI) is a unique learning facility. True-to-life simulation stations in this 190,000 square foot building takes hands-on learning opportunities, clinical skill practice, and patient care teamwork to the next level.

The Applied Language Institute prepares non-native English speaking students for college.

The Francis Institute: Since the 1970s Metropolitan Community College-Penn Valley has offered college credit classes through the vocational program known as Child Growth and Development. In 1990, several community leaders and educators embarked on a journey to increase the quality of care for children by providing accessible and affordable education and professional development opportunities to adults working in the field. A unique partnership was formed by MCC-Penn Valley, the Francis Family Foundation, the Greater Kansas City Community Foundation, Affiliated Trusts, and KCMC Child Development Corporation. Through this collaboration, the Francis Institute Resource Center was created to provide on-site technical assistance, education, and training for early childhood and afterschool providers.

In 1995, with a lead gift from the Francis Family Foundation, a state-of-the-art child care center was built to complement the existing Associate of Applied Science program, providing students with opportunities for internships and observation. This addition allowed all of the Francis Institute’s services to be housed in one area bringing new and existing programs under one umbrella and forming a three tier entity which encompasses the child growth and development department (CDCG), the child care center, and the Francis Institute Resource Center.

The Metropolitan Community College-Penn Valley Brooks Institute is proud to support one of the College’s premiere experiences, its annual Civil Rights Pilgrimage. Since 2002, students, instructors and community members have traveled to the American South on a trip, exploring the rich cultural history of our country’s civil rights movement.

The Student Body

The total number of undergraduate students in the MCC system is 19,234--

- Undergraduate Students at Penn Valley: 6,000
- Male Students: 43%
- Female Students: 57%
- Hispanic/Latino: 8.63%
- Black or African American: 16.98%
- White or Caucasian: 64.39%
- American Indian or Alaska Native: .34%
- Asian: 2.65%
- Native Hawaiian or other Pacific Islander: .31%
- Two or more races: 6.01%
- Unknown: .69%
- Out-of-state Students: 1%

Clubs and organizations at Penn Valley include—Advocates for Civil Engagement (ACE), Anime Club, Campus Ambassadors, Criminal Justice Club, Drama Club, EMS Club, Gamers Club, National Student Nurses Association (NSNA), Phi Theta Kappa, Pre-Dental Club, Sexual and Gender Alliance (SAGA), Street Team, Student Government Association (SGA), Student Veterans Association, and the Surgical Tech Club.

Penn Valley has a men’s and women’s basketball team which has been nationally ranked. The Penn Valley Scouts NJCAA Division II.
Organizational Structure of the Penn Valley Campus

President

Dean of Instruction
- Associate Dean of Instruction
- Director of Health Sciences
- Director of Nursing Programs
- Division Chair - Humanities
- Division Chair - Math/Science
- Division Chair - Social Sciences

Dean of Student Development and Enrollment Services
- Associate Dean of Student Development
- Interim Associate Dean- Student Conduct & Community Standards
History of the Position

Metropolitan Community College was, at one time, five fairly autonomous college campuses within a district umbrella. Chancellor Mark James has led the consolidation and redefinition of a single community college with five distinct campuses. This has required greater consolidation and direction at the district level in an effort to streamline services and operations to serve students.

The district provides structure and support to the five campuses in a multitude of areas:

- a unified curriculum, degree audit program, and moving forward, more centralized academic/registration data;
- enrollment planning, centralized enrollment operations, and a baseline of student support services;
- budgets and specified funding;
- human resources policies, procedures, and support;
- risk and liability planning as well as strategic planning for Metropolitan Community College;
- fundraising goals and priorities for Metropolitan Community College.

Dr. Tony Ross, most recently vice president for student affairs at California State University-Los Angeles, is the current interim president of the MCC-Penn Valley campus. Ross is stepping in as Dr. Joe Seabrooks leaves MCC for a community college presidency in Dallas. Seabrooks, who had led Penn Valley since 2011, was named as president of Cedar Valley College, one of seven schools in the Dallas County Community College system. Prior to his appointment as the president at MCC-Penn Valley, Seabrooks served as president at MCC-Blue River campus. Chancellor Mark James, who made the announcement August 1, 2016 naming Ross as the
interim president, indicated that Ross starts as the interim president “and will serve until a successful search for the permanent president is completed.”

**Responsibilities of the Position**

Reporting to the MCC chancellor, the Penn Valley president serves as an executive officer and responsible agent for the operation of the Penn Valley campus as directed by the chancellor. The president has full authority to administer and manage the College, oversees an operating budget of $17.2 million, and participates in district policy making. The president of the Metropolitan Community College-Penn Valley campus is responsible for:

- making decisions based upon Board policies, district goals, and the chancellor's vision for MCC and participating as a member of the chancellor’s senior management team for the district;
- organizing and leading the campus operations and academic programs;
- providing day-to-day management of the Penn Valley campus;
- overseeing campus operations, budget and performance objectives;
- supporting the district’s fiscal management, resource development, community relations, and other strategic goals;
- providing leadership in developing and maintaining academic operations;
- overseeing campus enrollment services and student development staff and functions, working with the other campuses and the district to ensure a high level of service that meets the needs of the students and also works within district processes;
- providing the leadership required to maintain appropriate accreditation or licensing of instructional programs;
- management of campus personnel and programs;
- administrating the College budget as approved, recommending to the chancellor desirable changes in organization and staffing designs for the College as needed;
- maintaining a system of shared college governance, which complements the district governance system, and insures adequate internal communication;
- serving on committees and councils as directed by district policies or by the chancellor;
- ensuring effective working relationships with faculty, students, and staff, as well as other MCC campuses and regional educational institutions;
- engaging in key institutional advancement, alumni and fundraising responsibilities as part of the district’s strategic advancement team supporting the mission of the MCC Foundation as lead by the Foundation Executive Director.
Characteristics and Qualifications of the Successful Candidate

Minimum qualifications for this position are an earned master’s degree or other graduate degree and five years of demonstrated success at a senior leadership level in higher education or another complex organization. An earned doctorate and substantive work in higher education is preferred as is prior teaching experience.

The successful candidate will be expected to demonstrate a proven ability to continue to expand on the district’s vision for, and commitment to, learning, innovation, and growth and support the mission of MCC. The Penn Valley president will possess:

- an understanding of the comprehensive community college mission and educational philosophy as well as the current challenges and opportunities facing community colleges;
- an ability to organize and lead academic operations and cultivate a student-centered environment that promotes excellence;
- strong communication and interpersonal skills that will enable the successful candidate to effectively represent the institution with internal and external constituencies;
- success in fostering collaboration, openness and responsiveness;
- skills in fiscal management and resource development and experience in identifying alternative sources of revenue to expand programs and services;
- a commitment to working in a collegiate environment with shared governance;
- a commitment to diversity, inclusion and creating an environment of equity for students and employees;
- the leadership skills to support the educational needs of students and the larger MCC community with an understanding of teaching and learning;
- the communication skills necessary to lead in the promotion of the vision of Penn Valley College to all stakeholders;
- an understanding of complex organizations and how to effectively lead such an organization in a diverse, urban environment;
- the skills to attract outstanding faculty and staff, focus on building strong teams, and develop leadership abilities;
- a committed to learning, understanding, and being visible and accessible to the Penn Valley community;
- a demonstrated understanding, sensitivity, and respect for the diverse academic, socioeconomic, multicultural, backgrounds of community college students;
- a proven record of successful collaboration between the College, the district office, the community, businesses, government, and non-profits agencies;
- the ability to develop effective relationships with the MCC Foundation, the district board, and other constituencies to promote general and financial support for the College and/or district;
- experience with advancement activities such as capital campaigns, annual funds, grants, and other development work with alumni, corporations, and foundations.
Likely Opportunities, Priorities and Challenges of the Position

- The more expansive role of the district in better supporting and developing integrated systems to streamline operations has changed the role of the campus presidents as well as campus deans. The new president will need to continue to develop the integration of specific campus and district operations as well as work closely with the campus deans to continue to refine the College’s programs of distinction and services to students and the community.

- As in all change processes, messaging and communication is important and the president’s role on the campus is key in providing information with regard to changes at the district level and bringing the campus into alignment to support those changes.

- The campus president’s position has evolved in light of the work and strategic direction at the district level and the role of the next president will need to clearly outline for the Penn Valley campus what the role of president will be and how that role interacts and supports the work of both the campus and the district.

- The Penn Valley president will need to focus on clarifying the decision making processes between the campus and the district and ensuring that those processes are articulated to campus constituents.

- As is with many sectors of higher education, fiscal resources are tight and this has resulted in updating many aspects of the business processes, at both the district and campus level, to increase efficiencies. The Penn Valley president will need to be externally focused both in terms of friend raising and fundraising while at the same time remaining strongly inwardly focused to strategically align the campus with the direction set by the district.

- The new president must be clear as to the dual role as the Penn Valley president and as a district cabinet member and will need to focus on creating a synergy between the two roles.
• The Penn Valley campus is in process raising money for a renovation to the student success center which will offer an opportunity for expanding support services to students.

• There is a need for the campus to grow their program offerings in technical education and niche specific offerings to meet the needs of area businesses for trained workers.

• Retention and student success is also very important at this time and the new president will need to continue to collaborate closely with the vice chancellor for student success and engagement in an effort to capitalize on the current enrollment momentum.

• The new president will work closely with the Penn Valley dean of instruction and the vice chancellor of academic affairs in ensuring accreditation and licensing of the College’s academic programs.

**Measures of Success for the Position**

The following items will define the Penn Valley president’s success by the end of the first year of employment:

• the president will be extremely collaborative, will have developed strong relationships with the chancellor and vice chancellors, and will have worked across the Penn Valley campus to continue to develop collaborations and build synergies between the campus and the district.

• the president will have a strong external presence with local business and civic groups, community organizations, and other community college stakeholders with a focus on both friend raising and fundraising as well as an understanding the workplace market and the role of MCC-Penn Valley in serving this market.

• the president will demonstrate a sincere interest in the student experience—the role of the academic program, student support services, and co-curricular activities in the development, retention, and graduation of students.

• the new president will need to have given careful examination to Penn Valley’s existing strategic plan and operations to determine efficiency, effectiveness, and alignment with the district priorities.

• the president will have capitalized on the significant opportunity that exists to be innovative on the Penn Valley campus in addressing challenges and opportunities and in working with the district vice chancellor team.

• the president will work closely with the Penn Valley dean of instruction and the vice chancellor of academic affairs in ensuring that accreditation of programs is efficient and timely and that processes are in place to support the ongoing assessment of academic program.
Benefits Overview

MCC offers a generous benefits package that includes:

- Health Insurance
- Retirement Plans
- Dental Insurance
- Vision Plan
- Employee Assistance
- Tuition Benefits
- Sick leave
- Vacation
- Personal leave

Application and Nomination

Applications, including a position-specific cover letter and resume, may be submitted online at http://www.spelmanandjohnson.com/open-positions/. Nominations for this position may be emailed to James M. Norfleet at jmn@spelmanjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Spelman Johnson
President – Metropolitan Community College - Penn Valley
James M. Norfleet, Search Associate
Ellen Heffernan, Partner

Visit the Metropolitan Community College - Penn Valley website at http://www.mcckc.edu/pennvalley

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