Position Specification

Metropolitan Community College
Kansas City, Missouri
Chancellor

Institutional Background

In 1915, the Kansas City community was asking for local higher education opportunities. 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.

From 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 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 Kansas City, MO, serving more than 30,000 students.

**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 is 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’s* 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 [www.visitkc.com](http://www.visitkc.com) or [http://www.kcchamber.com/](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 Metropolitan Community College does. Student learning is central to its mission; employee learning is key to its 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, they 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 continual 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 has adopted a framework for the new strategic plan and is in the process of developing action steps and establishing metrics to bring the plan to fruition. A website devoted to that effort may be accessed at blogs.mcckc.edu/strategicplan. The website outlines the plan’s six areas of focus: 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.

**Annual General Fund Budget**

$113.3 million

**Accreditation**

Metropolitan Community College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. MCC’s most recent accreditation review was completed in early 2016. Additionally, several academic programs are individually accredited by other agencies.

**Inclusion and Engagement**

Diversity within the Metropolitan Community College involves creating an environment that demonstrates civility, equity, and mutual respect of each person. We are each charged with the responsibility of providing an organizational climate where students and employees feel that they are welcome and an integral part of our community and each of our campuses. Our success depends upon us learning from each other and working together to achieve the vision and mission of this institution.

Metropolitan Community College is committed to fostering an educational philosophy that values the input and inclusion of all individuals and cultural groups within our institutions and the communities we serve. Valuing different perspectives allows us to focus as one entity on the goals we have in common, and helps us fulfill our mission of preparing students, serving communities, and creating opportunities.

**Our Commitment**

MCC embraces diversity in our student body, workforce, curriculum and community. We know that diversity supports learning, excellence and preparation of global citizenry.
MCC is committed to achieving a community free from all forms of discrimination and harassment in its policies, practices, and endeavors. Further, MCC is committed to fostering a diverse community and to promoting greater awareness of and sensitivity to issues of diversity.

Toward that end, MCC asserts the dignity and worth of every human being and the value of diversity as a source of its strength, including diversity of race, gender, ethnicity, national origin, culture, sexual orientation, age, religion, disability, and perspective among students, faculty, staff, and administrators.

**Metropolitan Community College’s Five Campuses**

**MCC-Blue River**, so named because it is in the heart of “Blue River country,” includes the Public Safety Institute, which houses police and fire academies. The nearby Precision Driving Center is a 54-acre complex complete with an urban driving course and skid pad that trains public safety and transportation professionals as well as student drivers. Cyber security is one of many Blue River degree programs. Readers of the *Examiner* newspaper voted Blue River “Best Trade School” in 2015. Each spring, the campus holds All for the Children, a resource fair offering fun activities (including a 5K run) and child abuse prevention education for parents and kids. MCC-Blue River is also home to the Metropolitan Chorale of Kansas City and Blue River Trail Blazers sports programs, including men’s and women’s soccer.

**MCC-Business & Technology** is home to a long list of technical and career programs. Campus features include the prototype lab (with three 3D printers and a $50,000 FARO scanner), the Fab Lab (with all kinds of equipment and tools), a line yard for linemen students, an HVAC lab (featuring dozens of air conditioners and freezers), a machine shop with 20 mill and lathe machines, and labs dedicated to welding, Cisco, and industrial technology (including several robots). MCC-Business & Technology hosts the KC FIRST Robotics Competition each year. The campus boasts a large exhibition hall that is available for public use.
MCC-Longview overlooks Longview Lake and is on land donated by the family of lumber baron R.A. Long. The campus includes a nationally prominent automotive technology program and the Longview Cultural Arts Center (home to the Summit Theatre Group and the Kansas City Chorus of Sweet Adelines). Hundreds attend MCC-Longview’s Flights of Fancy kite festival each spring, and the Common Read program encourages the campus and community to read and discuss one noteworthy book. The community education program includes College for Kids each summer. The Lee’s Summit Chamber of Commerce named MCC-Longview business of the year in 2013. Longview was a Time magazine/Princeton Review “College of the Year” in 2001. Longview Lakers sports programs include men’s baseball, women’s cross-country and volleyball, and intramurals.

MCC-Maple Woods in Kansas City’s Northland gets its name from a nearby stand of sugar maple trees. The campus boasts an outstanding veterinary technology program, a geographic information systems (GIS) program, and a foreign language interpreting program. Maple Woods’ annual Storytelling Celebration attracts thousands each fall to locations throughout the Kansas City area. Its community education program includes motorcycle training and College for Kids. The Northland Human Services Center on campus houses area social service agencies as well as the Maple Woods fitness center. Maple Woods Monarchs sports programs include baseball, softball, and men’s and women’s soccer. The campus includes the Sports Training Center.

MCC-Penn Valley, near Penn Valley Park in midtown Kansas City, is made up of connected buildings. The campus includes the Francis Institute for Child and Youth Development, the Carter Center for Visual Arts and Imaging Technology, the Applied Language Institute, the Brooks Institute (named for KC justice advocate Alvin Brooks) and the Veterans Upward Bound program. The Metropolitan Jazz Workshop is a Penn Valley community education program for middle school and high school musicians. A few blocks south of the main campus is the Health Science Institute, a state-of-the-art facility that houses more than a dozen health-care programs and the Virtual Hospital. Penn Valley Scouts sports programs include men’s and women’s basketball.
Leadership

Mark James, chancellor

In January of 2010, the Metropolitan Community College Board of Trustees announced the selection of vice chancellor of administrative services Mark James as the college’s next chancellor. 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. James 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, Veterans’ Commission, and Office of Homeland Security.


Shelley Temple Kneuvean, vice chancellor, financial and administrative services

Shelley Temple Kneuvean joined Metropolitan Community College as vice chancellor of financial and administrative services in November 2014.

She serves as the chief financial officer for the college and is responsible for budgeting and financial services for the college and its five campuses. She works to deliver a strategic and creative financial plan that will ensure MCC’s long-term sustainability and success. She is also responsible for oversight and management of facilities services, information technology, auxiliary services, and business relations.

Kneuvean came to MCC from the County Executive’s Office of Jackson County, Mo., where she served as the chief operating officer. She managed budgeting and finance functions across multiple departments and supervised operational areas including public works, planning, facilities, parks and recreation, corrections, and the county municipal court. Additionally, she was the County Executive’s Office’s liaison with the sheriff, prosecutor, and circuit court.

Prior to her work with Jackson County, Kneuvean served as the assistant and acting city manager of the city of Lee’s Summit, where she administered all internal service departments and economic development.

She is a native of the Kansas City area. After graduating from Truman High School in Independence, Kneuvean earned multiple bachelor’s degrees—in public administration, communications, and political science—from William Jewell College in Liberty as well as a master’s in public administration from the University of Missouri-Kansas City.
Carlos G. Peñaloza, vice chancellor, academic affairs

Carlos G. Peñaloza, Ph.D., became MCC’s vice chancellor for academic affairs on Aug. 1, 2016. He came from Schenectady County Community College, part of the State University of New York system, where he served as assistant vice president of academic affairs and acting dean of mathematics, science, technology, and health.

Peñaloza, a former biology instructor, earned his doctorate in molecular, cellular, and developmental biology from the City University of New York. He came to New York at the age of 17, after being born and raised in Venezuela.

Peñaloza, whose first degree was from a community college, calls himself a “true believer” in the community college experience.

Peñaloza joined Schenectady County Community College in June 2014. His responsibilities there included oversight of academic assessment, academic offerings, program revisions, new program submissions, and accreditation-related matters.

He previously served as dean of health sciences and chair of health-care administration for Briarcliff College on Long Island, N.Y., overseeing three campuses and an online division. He also held various academic and administrative positions for the City University of New York, in instruction and administration.

Peñaloza’s teaching experience spans Queens College, LaGuardia Community College, and York College—all in New York City—in the areas of general biology and developmental biology.

In addition to his Ph.D., he holds an associate degree in liberal arts sciences with concentrations in chemistry, biology, and math from Queensborough Community College; a B.A. in biology with minors in chemistry and biochemistry from Queens College; and an M.Phil. (master of philosophy) in biology from the City University of New York.

Kathrine Swanson, vice chancellor, student success and engagement

Kathrine Swanson, Ed.D., became MCC’s vice chancellor for student success and engagement in August 2015.

Swanson came to MCC from Montgomery County Community College in Blue Bell, Penn., where she served for 10 years as a member of the senior leadership team, last as vice president for student affairs and enrollment management. In that role, she was responsible for areas including institutional research, admissions, registration, financial aid, child care, student leadership and involvement, advising, counseling, career services, dual-enrollment initiatives, testing and placement, transfer services, veterans services, and many grant-funded specialty programs.
Swanson holds a bachelor’s degree in business management from Northern Michigan University, a master’s in adult and higher education from Montana State University, and a doctorate in higher education administration from the University of North Texas.

Prior to her position at Montgomery County, Swanson was associate dean of students at Collin County Community College in McKinney, Texas. She also held the positions of executive director for community relations, acting provost and director of recruitment and retention during her time at Collin County Community College.

At MCC, she is responsible for student access and success initiatives through leading strategic enrollment management planning and student financial services and collaborating with campus leaders to ensure student development areas, such as counseling, disability services, and campus life, are providing opportunities for student engagement and success both in and out of the classroom.

**Michael Banks, president, MCC-Blue River**

Michael Banks never imagined that the lessons he learned as a theater designer and director over the last 25 years would help shape his role as a leader of Metropolitan Community College’s Blue River campus.

Banks joined MCC in March 2012 and immediately saw his new role as an opportunity to help grow the campus and the communities it serves. It was a chance, he said, to pull together differing viewpoints and organizations, as he has done throughout his career, to rally them around the success of every student who attends MCC.

Before joining MCC, Banks served as vice president for academic and student affairs and vice president for academic affairs at St. Charles Community College (Missouri). During his tenure, he integrated the academic affairs and student services areas into a unified academic and student affairs area. He also chaired the campus security task force and led the campus security leadership team.

Banks served as dean/division chair of the arts and humanities division at St. Charles Community College (SCC) from 1994 to 2003.

Previous to his time at SCC, he served as an assistant professor of speech and theatre and director of performing arts at Urbana University (Ohio), and as theatre department chair and assistant professor of theatre and design/technical direction at Xavier University (Ohio). He has taught full-time and part-time in speech and theatre at Xavier University, Urbana University, Lindenwood University (Missouri), and SCC.

Banks has a Ph.D. in American studies from St. Louis University, a master of fine arts degree in design and technical theatre from Southern Illinois University-Carbondale, and a bachelor’s degree in theatre from St. Louis University.
Kirk Nooks, president, MCC-Longview

Kirk Nooks had a relationship with the Kansas City area long before occupying the president’s office at MCC-Longview. This relationship unfolded years ago when he attended a conference and fell in love with the area and its barbecue.

Now he’s become acquainted with the many attributes of Lee’s Summit and the Kansas City area. He considers the community a mecca of educational opportunity, beginning with the award-winning Lee’s Summit public school district and the quality higher education offered by MCC.

Nooks, who took the lead at MCC-Longview in July 2013, began his tenure by establishing a presidential task force to explore the campus’s future. The approach involves establishing a model based on several “P” initiatives, including philosophy, people, places, policies, programs, practices, and progress.

With 15 years of experience in education, business, and engineering, Nooks is building on the foundations laid by Longview’s last president, Fred Grogan, who retired after 15 years.

Nooks is making the most of his educational leadership background, which includes his last position at Georgia Highlands College, where he served as both campus dean and executive liaison for diversity initiatives. Under his leadership, the campus saw tremendous growth, including a 35 percent increase in enrollment and expanded academic and student services. Additionally, academic and office space more than doubled.

Nooks holds a doctorate in higher education administration from The George Washington University, an M.B.A. in marketing, and a bachelor of science in industrial management from Mercer University. He is a graduate of the Thomas Lakin Institute for Mentored Leadership and a member of the inaugural cohort of the American Council on Education’s Spectrum Leadership Institute.

Locally, Nooks is involved with the Lee’s Summit Chamber of Commerce and the Missouri Community College Association. Nooks has also been involved with the Association for the Study of Higher Education, The Chair Academy, National Academic Advising Association, the National Association of College & University Business Officers, the National Association for Student Personnel Administrators, the National Council on Black American Affairs and the National Council on Student Development, the American Association of Community Colleges, and the Association of American Colleges and Universities.
Utpal Goswami, president, MCC-Maple Woods

Before joining MCC-Maple Woods in July, Dr. Utpal K. Goswami logged more than 30 years of higher education experience as both a member of the faculty and administration at colleges in Texas, California, Arizona, and Missouri.

Most recently, he served as vice president of instruction at College of the Redwoods in Eureka, Calif. He also served as interim president and superintendent of the college in 2011–12, during which time he led the district in responding to accreditation challenges, development of a new mission/vision statement, development of the 2012–17 strategic plan and the 2012–17 education master plan and implementation of major capital projects.

Prior to his leadership at College of the Redwoods, Goswami served as vice president and provost at Yavapai College in Prescott, Ariz. Before that, he spent several years as dean of business administration and instructional operations at St. Louis Community College–Meramec. Goswami has been involved in many aspects of community college leadership, including program development, fostering shared governance, integrating technology into both the teaching and the learning environment, engaging community leaders and philanthropists, and meeting high accreditation standards.

He holds a master’s degree in development economics from Boston University and both a master’s degree and a doctoral degree in economics from Southern Methodist University. His board service includes the United Way, the Chamber of Commerce, the American Red Cross, and Decade of Difference.

As MCC embarks on a targeted student success initiative, Goswami sees opportunities to build a campus culture of proactivity, solving issues facing student learning, completion, and workforce preparation. He also plans to connect to the Northland community and secure philanthropic support for MCC-Maple Woods’ mission of preparing students.

Jacqueline Gill, president, MCC-Business & Technology

Jacqueline Gill became president of the MCC-Business & Technology campus in February 2016.

She came to MCC from Tarrant County College in Hurst, Texas, where she served as interim vice president for academic affairs for the Northeast campus and vice president of community and industry education services. She also taught social work and sociology courses at TCC and at Western Wyoming Community College.

She joined Tarrant County College, a comprehensive community college district with five campuses and more than 100,000 credit and noncredit students, in 1999.
Gill has worked with organizations including the American Association of Community Colleges, AARP, and the Texas Higher Education Coordinating Board's Workforce Education Curriculum Maintenance project. WECM produces the statewide manual of courses in technical and professional training for all Texas community colleges.

Gill supported the Tarrant Literacy Project by offering free GED and English as a Second Language classes in the Northeast service area, and she hosted the annual Heart of North Texas business conference.

Gill earned a bachelor’s degree in sociology at Texas A&M University, a master’s in social work from the University of Texas at Arlington, a master’s in education from Texas A&M University-Commerce, and a doctorate in education with a major in supervision, curriculum, and instruction in higher education from Texas A&M University-Commerce.

**Tony Ross, interim president, MCC-Penn Valley**

Dr. Tony Ross was named interim president of MCC-Penn Valley in August 2016. He was most recently vice president for student affairs at California State University-Los Angeles.

Ross had worked since 2000 at Cal State L.A., where he was also an associate professor in the Charter College of Education. Ross previously worked for one year as vice president for development with Edison Schools, and five years at Wichita State University, serving as associate to the president and later interim vice president for student affairs.

He has also worked as an administrator at Northern Arizona University, Flagstaff, and St. Lawrence University in Canton, N.Y., both alma maters. He holds a bachelor’s degree in sociology and a master’s in counseling from St. Lawrence and a doctorate in educational administration and leadership from Northern Arizona.

He began his career at Utica College (New York) in 1975 as a counselor in the Higher Education Opportunity Program.
Employees

- Number of employees (as of January 2017): 2,406
- Full-time employees: 814 (including about 240 full-time faculty members)
- Part-time employees: 1,592

Employees by campus (including part-time positions but not including student or temporary workers):

- MCC-Blue River: about 400
- MCC-Business & Technology: about 220
- MCC-Longview: about 570
- MCC-Maple Woods: about 520
- MCC-Penn Valley: about 560 (includes Health Science Institute and a facilities warehouse)
- MCC Administrative Center: about 240 (includes Broadway Plaza building)

Board of Trustees

The Metropolitan Community College Board of Trustees is charged with fiduciary oversight of the college district. The six members represent different parts (subdistricts) of the MCC service area and are elected to six-year terms. The current board president is Trent M. Skaggs. Vice president is Barbara Anne Washington. Other trustees are Michael Brown, Robert Martin, and Christopher Whiting.

Trent M. Skaggs

Subdistrict 1

Board of Trustees President
Barbara Anne Washington
Subdistrict 3
Board of Trustees Vice President

Christopher Whiting
Subdistrict 4

Robert H. Martin
Subdistrict 5
The Academic Program

MCC utilizes a semester-based academic calendar.

MCC’s institutional accreditation is by the Higher Learning Commission of the North Central Association of Colleges and Schools. Degree programs consist of the following:

- Associate in Applied Science
- Associate in Arts
- Associate in Arts Teaching
- Associate in Science
- Associate in Engineering
- Associate in Computer Science

The MCC system has 904 faculty members:

- Full-time: 24 percent
- Part-time: 76 percent
- Female: 55 percent
- Male: 45 percent
- Student-Faculty Ratio: 26:1
The Student Body

Every semester, about 18,000 students take credit classes at one of MCC’s five campuses. Some are working on certificates or associate degrees that will put them in the job market; some are planning to transfer to four-year schools.

Enrollment

- Number of credit students, fall 2016: 18,034
- Number of credit students, fall 2015: 17,821
- Number of “unduplicated” students enrolled in credit classes, 2016–17: 22,413

- MCC-Blue River: 3,328
- MCC-Business & Technology: 960
- MCC-Longview: 4,681
- MCC-Maple Woods: 4,654
- MCC-Penn Valley: 4,411

Student profile

- 10,631 female students (58 percent); 7,681 male (42 percent)
- 11,503 part-time students (63 percent); 6,809 full-time (37 percent)
- Average student age: 24.5. Median age: 21
- About 39 percent of MCC’s student body are students of color. (Fall 2016 numbers)

In 2015–16, MCC students collectively received about $27 million in grants and scholarships.

Tuition

- In-district per credit hour: $95
- Out-of-district per credit hour: $175
- Out-of-state per credit hour: $229
MCC Foundation

Mission

The MCC Foundation advances the mission of MCC by attracting resources that increase student access to educational opportunities and support quality programs and environments that respond to the educational and workforce needs of the community.

More than 50 percent of MCC students require financial aid in order to realize their dreams of attending college. Many MCC students are the first in their families to attend college. The MCC Foundation supports its students by providing scholarships, emergency student aid, academic coaching, and special capital projects for MCC’s five campuses: MCC-Blue River, MCC-Business & Technology, MCC-Longview, MCC-Maple Woods, and MCC-Penn Valley.

About the Foundation

The MCC Foundation is a 501(c)(3) nonprofit organization that was established on April 1, 1976, by the Metropolitan Community College. We are designated to receive and manage gifts on behalf of MCC’s five campuses. The foundation actively seeks contributions from a variety of public and private sources including individuals, corporations, organizations, and other foundations.

The MCC Foundation scholarship and program funds benefit our students and campuses throughout the MCC district. MCC Foundation funds are kept and managed separately from the college. The foundation acts as a trustee for donations to assure that gifts are distributed in the manner specified by the donor. The MCC Foundation is audited annually by an independent public accounting firm.

Community colleges receive only 12 percent of the total state higher education allocation despite serving over half of Missouri’s college students. Support from alumni and the community is more important than ever. Severe cuts in state funding to community colleges pose a serious challenge to the college. Private contributions help to guarantee that dedicated and deserving students have the opportunity to benefit from MCC’s programs and services.

History of the Position

The current chancellor, Mark James, is retiring in June 2017 after leading MCC for the past seven years. As chancellor, James has focused MCC’s 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.
Metropolitan Community College was, at one time, five fairly autonomous college campuses under the umbrella of one district. Building on the work of his predecessor, Chancellor James has led a consolidation and redefinition of a single community college with five distinct campuses.

The district provides direction to the five campuses in the following areas:

- curriculum, accreditation, and student services;
- enrollment planning and some centralized enrollment operations;
- centralized budgeting;
- human resources policies and procedures;
- risk and liability planning;
- strategic planning;
- fundraising goals and priorities.

**Responsibilities of the Position**

Appointed by, and reporting directly to, an elected six-member board of trustees, the chancellor is the chief executive officer of the district. The chancellor is responsible for implementing the board’s policies and overseeing strategic planning, budget management, academic and workforce development programs, student success, resource development and fundraising, corporate and business partnerships, human resources, facilities maintenance, and all other areas of operation. The chancellor is assisted in the conduct of the institution’s affairs by eight senior officers who are
direct reports: five campus presidents and three vice chancellors—for academic affairs, financial and administrative services, and student success and engagement.

The chancellor of the Metropolitan Community College district is also responsible for:

- overseeing matters pertaining to the board of trustees, the annual district budget, the legislative process, communication to the general public and media, the internal operations of the district, and the overall work of the campuses in providing workforce training, certificate and degree programs, preparation for transfer to four-year institutions, and job readiness;
- working with the board and all segments of the community college to create a renewed sense of mission and identity, define a clear and compelling shared vision, and set the direction for Metropolitan Community College;
- empowering the five campuses that make up MCC through leadership, advocacy, and support;
- providing leadership for policies and programs that support student access, equity, and success;
- ensuring that all students have access to the courses needed to achieve their educational objectives and the support needed to help them complete their goals;
- directing oversight of design, review, and management of policy development and implementation in the areas of curriculum, instructional resources, and academic standards;
- providing leadership and support to enhance the capacity of the five campuses in meeting the academic, workforce, and economic development needs of students, employers, and the community;
- supporting instruction and coordinating jobs and career opportunities for community college graduates to advance the state and region’s economic growth and global competitiveness;
- developing partnerships with employers, workforce organizations, local communities, two- and four-year institutions, and other educational and community agencies to identify skill gaps and foster successful attainment of educational goals for a diverse population;
- providing support and leadership in working with the five campuses to bridge the skills and jobs mismatch to prepare Missouri’s workforce for twenty-first century careers;
- working closely with business and corporate leaders in identifying current workforce development opportunities and needs as well as training and education for jobs that have yet to be clearly defined within the quickly changing landscape of corporate innovation;
- working closely with the board of trustees with regard to policy updates and changes from local, state, and federal governments as well as working with other community colleges and higher education organizations in formulating and advancing the legislative agenda of community colleges specifically and higher education generally;
- representing Metropolitan Community College before the legislative and executive branches of the state and federal governments and working to advance the legislative agenda of the Missouri community colleges;
- overseeing the formulation of policies that determine the distribution of financial and other resources to the five campuses;
• working broadly and collaboratively to improve education and educational services to MCC students and to business and community partners;
• leading and partnering with the campus presidents and the district vice chancellors to develop and maintain a framework of indicators focused on accreditation, fiscal viability, student performance, and compliance with state and federal guidelines;
• enhancing the district’s ability to serve its students effectively and improve student success in measurable ways;
• directing a full range of administrative services with a focus on efficiencies, resource development—including human resources—and technical/systems support;
• ensuring that Metropolitan Community College is in compliance with all state, federal, and accrediting guidelines as well as with policies and laws that impact community colleges.

Characteristics and Qualifications of the Successful Candidate

Metropolitan Community College seeks an energetic, accomplished, and forward-looking executive to lead the district at a time of tremendous opportunity and challenge, building on its century-old legacy of educational opportunity, innovation, and community engagement. Minimum requirements include a master’s degree; significant experience in the administration of a large and complex organization; strong financial acumen and a track record of effectively managing human, fiscal, and capital resources; an understanding of, and ability to, advocate for the district’s mission; and a proven ability to build relationships and work effectively with the full range of internal and external constituents.

The ideal candidate will possess an earned doctorate, a record of successful executive-level experience with a community college or a multicampus community college system, a talent and enthusiasm for fundraising, experience working with a governing board, an appreciation for shared governance, and a record of collaborative leadership and consultation across all sectors of an academic institution, teaching or student services experience, and a demonstrated ability to build and sustain a diverse and inclusive organization.

Additional capabilities and attributes identified as important to Metropolitan Community College stakeholders include:

• a strategic planner and thinker who will be able to work collaboratively, with all district constituents, in refining and implementing the strategic framework recently approved by the board of trustees;
• a visionary leader and administrator with a clear understanding of, and experience with, financial planning including budget management, forecasting, cost control, and resource allocation in a landscape of shrinking state support against increasing institutional need;
• a leader who understands the role of advancement/fundraising and its relationship to the operational and aspirational aspects of a complex, multicampus district environment;
• exceptional communication and listening skills will be imperative to the success of the new chancellor, who will need to take some time to assimilate information about the culture and work of the five campuses and the district;
• an entrepreneurial spirit and a willingness to push the envelope for positive change;
• demonstrated experience in creating and supporting high-performing leadership teams;
• the ability to envision the potential of the district, balanced by an administrative skill set and the drive necessary to see ideas transformed into action with measurable results;
demonstrated self-confidence, maturity, and sound judgment befitting a chief executive officer of a large, complex higher education enterprise;

- an individual with an open, transparent, and highly collaborative leadership style;
- an enthusiastic and effective ambassador for Metropolitan Community College who will engage internal and external communities with clarity, sincerity, and sound consensus-building skills;
- a professional who will be able to draw on the exceptional expertise and innovation that exists across the district in advancing effective practices and avoiding potential pitfalls;

- a leader who is able to articulate and appreciate the role and mission of the community college across diverse campuses that make up the district;
- recognize excellence and the contributions of individuals throughout the district—celebrate success;
- work effectively with constituents of varied backgrounds and positions of responsibility both internal to the district and external across diverse communities;
- be politically savvy and respectful of institutional culture and varied stakeholder perspectives;
- embrace the academic mission and understand the role of the board of trustees, the local service districts, the business community, and support the diversity of MCC’s student population;
- be purposeful about innovation and student success and work on programs and partnerships that change the way educational institutions operate and educate students;
- provide leadership for diverse, high-quality, and innovative academic and workforce development programs offered in multiple modalities, formats, and locations;
- have a deep understanding of shared governance and how shared governance supports an institution in planning, innovation, strategy, and vision;

Likely Opportunities, Priorities, and Measures of Success

- The new chancellor will need to clearly define the role of the district in support of the five campuses in a way that clarifies roles, responsibilities, and authority of all the senior leadership and the campuses themselves.
- The new chancellor will need to work collaboratively with the campuses to better define MCC’s overarching brand and position the institution internally and externally for the next century.
- The new chancellor will have an opportunity to review major processes and procedures, involving key staff and faculty on the campuses and throughout the district to look for efficiencies and opportunities to combine, collaborate, share, develop, or discard functions and practices that are antiquated in an effort to streamline, automate, and use technology to make improvements that serve all constituents.
- The new chancellor will need to examine closely the efforts in terms of advancement, the campaign, grants, business partnerships, and corporate support in collaboration with the campus presidents and other key stakeholders to determine a clear and direct way forward to raise money and resources for MCC.
- The new chancellor will need to do his/her due diligence with regard to the strengths and weaknesses of each of the campuses and work closely with all constituencies involved to
make decisions moving forward that best support the work of the district and capitalize on the distinctions of each of the five campuses.

- The new chancellor will need to work closely with the board of trustees in a manner that is open and engaging and uses all of the resources of the institution to inform the board of the work of the campuses, faculty, and students.
- The new chancellor will work in a way that engages MCC with all of the communities that MCC serves and that recognizes the diversity of the campuses and the students they serve.

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 Jim 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
Metropolitan Community College – Chancellor
James M. Norfleet, Search Associate
Ellen Heffernan, President

Visit the Metropolitan Community College website at http://www.mcckc.edu

Metropolitan Community College is an Equal Employment Opportunity employer that prohibits discrimination or harassment of any person on the basis of race, color, religion, sex, sexual orientation, gender identity, age, birth, ancestry, national origin, or disability. EOE/M/F/Vets/Disabled

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