Bucks County Community College

Invites Applications and Nominations for the Position of:

President

Greenwood/Asher & ASSOCIATES

The Opportunity

The Bucks County Community College Board of Trustees invites nominations and applications for the position of president. The next president will build on the outstanding work of retiring President Dr. Stephanie Shanblatt, who has served Bucks County Community College since 2012. The position demands enthusiasm for our history and the mission of the College while having an informed understanding of the changing higher education landscape.

The Role of the President

The president serves as the chief executive officer of the College, reporting to the Board of Trustees. The president is responsible for the day-to-day administration, management, leadership, and oversight over the operations of the College. The president leads strategically and works with a wide range of internal and external constituents to lead, support, and sustain the College's vision, philosophy, and mission, as well as to advocate locally, regionally, and nationally for the distinctive community college mission. The College's flexibility is a strength, and its reputational capital provides the foundation from which to continue its growth. This is a tremendous time to join the College and help to shape the ways in which Bucks County Community College will continue to serve the community for the decades ahead. The new leader will have an opportunity to lead one of the premiere colleges in the nation.

Bucks County Community College: An Advancing Reputation

Instruction and Program Strength The College provides high quality academic instruction, and its academic attractions include strengths particularly in **science and engineering.** The College received an Advanced Technology Education grant from the National Science Foundation to develop a specific AAS degree program in collaboration with Drexel University. This degree is occupational with an option to transfer to a four-year program.

Bucks engineering courses transfer seamlessly to four-year colleges and universities. The rigorous engineering curriculum was established in conjunction with four-year institutions, and the courses utilize the same texts and course curricula used in many four-year engineering colleges and universities. The STEM learning center provides faculty support to students.

In addition to the National Science Foundation, STEM has had numerous grants externally funded by the Philadelphia Electric Company (PECO), the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL), the Pennsylvania Horticultural Society TreeVitalize Project, and the Dow/Bristol Community Advisory Committee, to name a few. Faculty have

authored textbooks, digital resources for textbooks, and present at meetings across the country. Faculty gave presentations at Educause, the NSF Principal Investigator's conferences, the American Chemical Society, and at the annual meeting of the Human Anatomy and Physiology Society.

Bucks is a local and national leader in **public safety programming;** its reach is worldwide. The public safety professionals of the College generate almost 55,000 registrations in courses worldwide annually, including programs throughout Pennsylvania, many U.S. States, and overseas through U.S. Department of Defense auspices. The College also manages two public safety training centers in concert with the County of Bucks.

In addition to graduating students who continue to succeed at the baccalaureate level, Bucks County Community College has a strong and growing reputation for **meeting the needs of the local community.** Bucks County has historic interest in **arts and culture** and the College has extensive programs in these areas. The Arts Departments have enriched the campus and community with a full range of cultural programming throughout the year in Zlock Auditorium – jazz, classical, children's shows, and student performances.

The Associate Degree Program in **nursing** continues to draw hundreds of applicants each year and the department has increased academic offerings by transitioning the Medical Laboratory Technician program to an associate degree offering, developing a new program in Diagnostic Medical Sonography (Ultrasound) with an anticipated start of August 2021, and combining non-credit and for-credit offerings to create a Patient Care Technician program. In grants, the "Nurses for Tomorrow" scholarships from Independence Blue Cross Foundation (IBCF) increased by 63% in the past year.

Student Support The student support infrastructure is significant. Enriching students' paths in concert with their academic program are top priorities. Resources for advising, accessibility to resources and personal support to enrich, solve problems, and just listen are available to all students. Its reputation for providing excellent learning resources is evidenced by winning the ACRL Library of the Year recognition, kudos for its MInDSpace program, and national recognition of its Tutoring Center strength. There is an overall vibrant student life at the College.

Workforce Development Bucks has received national recognition for its workforce development efforts to partner with local industry. The Center for Workforce Development works with local and regional employers to **customize training programs** designed to assist them in achieving their strategic business objectives. Bucks County Community College is distinct as a partner for business success in the local community.

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Community Support and Pride Bucks County rallies around the College for events and partnerships. The strategic partnerships in the region are mutually beneficial to the College, and the partnerships have earned the College a significant degree of community support.

Investments in Digital Instructional Delivery As teaching and learning take new forms, Bucks County Community College has remained committed to investing in the latest technologies to ensure the curricula and classrooms are supported with the best resources for the students. The new Science Center features state-of-the-art classrooms related to the STEM fields.

High Transfer Rate Bucks County Community College students are well prepared when they are ready to tranfer and as a result, the College has a record number of transfer students. Many colleges and universities have made the transfer planning process smooth by providing several types of transfer agreements. Bucks has formalized transfer relationships with 68 colleges and universities that guarantee the credits earned will transfer to most area colleges and beyond, including 46 program to program agreements; 28 are guaranteed admission with junior status for graduates. Most students who transfer and graduates of the College's more than 90 academic programs have attended Pennsylvania's four-year colleges or other State-related institutions. Other graduates of the College have gone on to pursue their studies at more than 300 other four-year institutions. Students successfully transfer to highly selective institutions.

Recent Honors, Grants and Recognitions In the last year, Bucks County Community College has received more than $1,500,000 in grants from Federal, State, County and private Foundation sources for institutional grant projects and student support. Included among these is a three year grant from the National Science Foundation to develop and integrate an innovative teaching model to involve future technicians in industry related experiences that will formally connect The Center for Workforce Development (CWD) with for-credit STEM technician education programs and the Business and Innovation Department. The Center for Workforce Development has been awarded nearly $1.2 million to provide training, certification, and job placement for in-demand industries in advanced manufacturing, as well as prepare underserved youth for employment in these fields.

2020 #1 On-Line Community College in Pennsylvania

2018 CJCLS EBSCO Community College Learning Resources Program Award (ACRL)

2017 Frank L. Christ Outstanding Learning Center Award, National College Learning Center Association

2014 Bellweather Award Finalist for the ACTioN Project: "All my Patients" – a collaborative integrated teaching/learning opportunity between Nursing and the Arts

Affordability and Access A robust Virtual Campus promotes access and deepens the College's reach. The 2020 Guide to On-Line Schools rated Bucks County Community College as #1 On-Line Community College in Pennsylvania.

Strong Financial Foundation The College maintains a strong fiscal position with an annual budget of $84M. Approximately 50% of revenue is from tuition and fees with the remainder coming from

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the Commonwealth of Pennsylvania and the County of Bucks. There is an accumulated surplus to drive strategic objectives.

Accreditation Bucks County Community College is accredited by the Middle States Commission on Higher Education. The College is in self-study mode during 2020-21 and will welcome a Middle State site visit team in spring 2022 for the decennial re-accreditation visit. The Commission is scheduled to take action on Bucks' accreditation status in June 2022.

Bucks County Community College is also an accredited institutional member of the National Association of Schools of Music (NASM) and of the National Association of Schools of Art and Design (NASAD) - one of very few community colleges in the US with both accreditations. The Business and Innovation department is accredited by the Accreditation Council for Business Schools and Programs (ACBSP). The Paralegal Studies program is approved by the American Bar Association (ABA), and the Accreditation Council for Business Schools and Programs (ACBSP). The Associate Degree Nursing program is accredited by the Accreditation Commission for Education in Nursing (ACEN) and approved by the Pennsylvania State Board of Nursing. The Practical Nursing program is approved by the Pennsylvania State Board of Nursing. In addition, the Radiography program is accredited by the Joint Review Committee on Education in Radiologic Technology (JRCERT), and the Medical Laboratory Technician program is accredited by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS).

The Early Learning Center is licensed by the Pennsylvania Department of Health and is rated a STAR 4 (highest level) by the Keystone STARS (Standards, Training/Professional Development, Assistance, Resources, and Supports) quality rating system for early childhood education. The College is approved for Veterans Education by the Department of Education of the Commonwealth, has established veterans lounges on two campuses, and has trained veterans under a special program at its Green Jobs Academy. The Continuing Education unit is LERN accredited, and its camps are accredited. The College is also a leader in emergency services training with 61 National Fire Protection Association disciplines accredited by the ProBoard (National Board on Fire Science Professional Qualifications).

Current eligibility standards for athletic programs are set by the National Jr. College Athletic Association (NJCAA), Eastern Pennsylvania Athletic Conference (EPAC) and the Intercollegiate Horse Shows Association (IHSA).

Bucks County Community College has developed and implemented an institutional assessment

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process, including assessment of the College's General Education curriculum and focusing on the improvement of teaching and learning, as well as supporting the process of assessment so that it becomes an integral part of Bucks daily life.

Shared Governance Model The College strives to assure the cornerstone principle of partnership and ownership is a driving force of the work of the College. The goal is to be sure all members of the community take an active, participatory role in decisions.

Board Renewed Commitment to Diversity and Inclusion The Board of Trustees has renewed its commitment to diversity and inclusion. Bucks County Community College appointed its first Chief Diversity, Equity, and Inclusion Officer in early 2020.

Bucks County Community College

Bucks County Community College was founded in 1964 with support of the Bucks County Board of Commissioners and Pennsylvania State Board of Education. Today, Bucks serves nearly approximately 7100 credit students on three sites and noncredit of approximately 12,000 and more than 55,000 fire and emergency services registrants worldwide.

Bucks County acquired, from Temple University, 200 acres of the former Tyler Estate in Newtown Township as the site for the College. The Estate had been bequeathed to the University two years earlier by Mrs. Stella Elkins Tyler, a sculptor and patron of the arts who was a trustee of Temple University for 20 years.

Today, classes are held at the College's beautiful 200-acre campus along the Neshaminy Creek and Tyler State Park in Newtown Township, the Upper Bucks Campus along the East Branch of the Perkiomen Creek in East Rockhill Township, and the Lower Bucks Campus adjacent to the Delhaas woods in Bristol Township. Among recent campus improvements, a new Science Center has been completed at Newtown and a Center for Advanced Technologies is under construction at Lower Bucks Campus.

Enrollment Summary

Credit Enrollment (Fall 2020)
Total Headcount 7,058
Full-Time Equivalent 5,001
Full-time Students 38%
Median Age 21
Students with Diverse Identities.....25%
Newtown Campus
Unduplicated Headcount 3,438
Lower Bucks Campus
Unduplicated Headcount.....623
Upper Bucks Campus
Unduplicated Headcount 254
Community Sites
Unduplicated Headcount 148
eLearning
Unduplicated Headcount 2,596
Noncredit Enrollment (Spring 2020)
Headcount 11,700

Bucks County is a pleasing complement of lively small downtown areas, suburban developments, and spans of beautiful green spaces. Situated in the southeastern corner of Pennsylvania along the NYC/DC corridor, Bucks County is in the Philadelphia-Trenton/Princeton metropolitan area with 625,249 residents as of the 2010 Census. Bucks County is “equidistant to New York and Washington DC and even nearer to the Colonial capital of the US in Philadelphia." The Delaware River borders Bucks County on the east and south, the city of Philadelphia and Montgomery County lie to the west, and the Allentown-Bethlehem corridor forms the northern border. Bucks County has a strong reputation for leadership in, and sponsorship of, the arts. Lower Bucks County has become the latest area impacted by Amazon's push to expand, and speed up, its delivery system. Three Amazon warehouses are set to open in Bucks in the coming months, with another coming nearby in northeast Philadelphia. A new Amazon distribution center is planned in Bensalem, with another two warehouses scheduled to open in the Levittown area — one in Falls Township and the other in Bristol.

Governance The College’s governance structure is based on a commitment to shared governance and includes a Board of Trustees with standing committees as defined by its By-Laws, faculty and staff committees outlined in the faculty contract, and a number of ad-hoc and standing groups for shared decision-making. The 15-member Board of Trustees, appointed by the County but operating autonomously, is actively engaged with defining and forwarding the Mission and Goals of the College. Members serve staggered six-year terms and may be reappointed without limit by the County Commissioners. Trustee officers are elected annually and have a two-year limit. The time of service for the current board ranges from 34 years to less than one year, with a wide range of professional experience and expertise represented in the group.

Members of the full time and part time faculty are represented by the Faculty Federation, an affiliate of the AFT. Separate unions represent the physical plant staff and the security staff. The classified staff represent themselves through a Classified Committee. An Administrative Employees Committee provides regular meetings with the president to discuss matters of concern.

The Foundation The Bucks County Community College Foundation was established in 1982 as a non-profit, 501(c) (3) Foundation and through it efforts, fund raising has enabled the College to provide student support services, scholarships and important contributions to key academic programs of the College. It's strong business community support and a highly energized and ambitious Foundation Board serves as a model for fundraising excellence and as a partner committed to advancing the College's mission and vision. The new president's collaboration and effective partnership with the Foundation Executive Director and Board members to engage with the business community will provide the springboard for the Foundation to grow the Foundation assets and annual contributions to both student needs and college programs.

The Alumni Association Since 1983, the Alumni Association has provided leadership and a means for Bucks alumni to unite in their efforts to support fellow alumni, students, and to strengthen the College. Governed by an Alumni Council, the Association strives to engage alumni in a mutually beneficial lifelong connection with Bucks County Community College through meaningful connections, services, and engagement opportunities.

Mission Bucks County Community College provides a diverse community of learners with exemplary, accessible educational opportunities, and the personal connections that foster success. To support its mission, Bucks County Community College:

- Engages and supports students in learning experiences that lead to academic excellence and provide a foundation for the pursuit of higher degrees and lifelong learning.
- Develops the critical thinking skills, broad based knowledge, and the social, ethical, and civic responsibility of its students.
- Enriches the intellectual, cultural, and recreational life of the community.

We envision Bucks County Community College as a vibrant center for community engagement and learning, providing innovative paths that inspire educational, career, and personal fulfillment.

Core Values

- A culture of learning that fosters continuous improvement
- Excellence in teaching and service to students
- Respect for the individual
- Open minded civil discourse
- Diversity and an understanding of world cultures
- Innovation and creativity
- Collaboration
- Responsible stewardship of resources
- Ability to adapt to change
- Service to the community

Institutional Goals

- Ensure learners achieve their future success
- Provide all students with comprehensive and innovative support
- Offer flexible, adaptable credit and non-credit lifelong learning
- Foster connections and shared goals across divisions
- Become an educational partner of choice
- Continuously enable modern technology
- Expand current markets and cultivate new ones
- Ensure that the college is fiscally strong
- Ensure a diverse and inclusive learning environment

The Educational Program

Bucks County Community College combines traditional academic disciplines with flexible educational programs preparing students for a future of technological and social change. The College is known for its high-quality academic offerings and commitment to workforce development for the betterment of Bucks County. The College's efforts in developing workforce talents and skills help businesses succeed and achieve their strategic objectives, thereby strengthening the economic foundation of the local community.

Number of Students by Academic Department

Academic Department	Number of Students
Health Sciences	1636
Business and Innovation	1171
Social and Behavioral Science	1082
STEM	1072
Special Non-Degree Programs	912
Language and Literature	562
Arts	446
Kinesiology and Sports Studies	177
Grand Total	**7058**

Education at Bucks County Community College provides:

- Quality instruction offered by a highly competent faculty;
- Courses which develop students' abilities to think and write critically and to compute with proficiency and confidence;
- Facilities and resources that reflect the latest technology;
- A variety of educational offerings: credit and non-credit courses, workshops, lecture series, and special events;
- A program of assessment which places students in courses consistent with their abilities;
- Student services, such as counseling, financial aid, and career services, which help students to reach personal goals;
- A community of students of diverse ages and experience;
- A center for community services and cultural activities;
- An environment which encourages lifelong intellectual development; and
- Inclusive interaction instructions by faculty to encourage student classroom participation.

2019 – 2025 Strategic Plan Bucks County Community College is a successful, beautiful, well-managed institution poised to continue the path of achievement built under prior presidential leadership. An ambitious Strategic Plan is in place to support the achievement of the College's mission and goals through 2025 and the College is on firm financial footing. The plan includes Strategic Directions and Goals for 2019-2025 in the broad categories of:

Our Learners of Tomorrow - We will ***ensure our learners achieve their future success*** through a unique, personalized, and responsive Bucks Experience. Our "One College" integrated approach will serve all learners, traditional and post-traditional, credit and non-credit.

Our Promise – We will ***provide all students with comprehensive and innovative support*** personalized to their unique needs, challenges, and preferences. Advisors and support staff will meet students where they are—regardless of modality–and always with student success at the forefront. We will support them to achieve their goals through a culture of care.

Our Programs – We will ***offer flexible, adaptable credit and non-credit lifelong learning***. High demand, career programs based on regional needs will join our already excellent transfer programs to provide an inclusive credit and non-credit curricular roadmap that not only efficiently navigates students to their destinations, but also offers alternate routes as students' needs evolve. The community will recognize the college as a premier provider of lifelong learning.

Our People – We will ***foster connections and shared goals*** between and among students, faculty, and staff across divisions. We will create and sustain a healthy campus climate by ensuring all college community members feel welcomed, supported, included, and valued by the college and each other. We will attract highly qualified and diverse faculty and staff and provide an environment in which all can thrive professionally.

Our Partners - We will ***become an educational partner of choice*** in our community through an integrated approach to the learning needs of our business, industry, and non-profit partners. We will build new solutions and engage in strategic partnerships in our region that are mutually beneficial to the college and our partners.

Our Technology - We will ***continuously enable modern technology*** for our learners, faculty and staff that is simple to use, accessible across devices and enables efficiency, productivity, and student success. We will utilize data and analytics across the student experience and in the administration of the college for continuous improvement and predictive capabilities. We will be a solutions provider, internally and externally.

Our Communication - We will ***expand current markets and cultivate new ones*** through innovative branding and marketing of our programs, opportunities, and value. We will share

student stories, so our students and community know how Bucks changes lives. We will strengthen internal communication with students, faculty, and staff by utilizing new technologies and ensuring excellent service.

Our Financial Sustainability - We will ***ensure that the College is fiscally strong*** while supporting student success. We will engage in comprehensive, transparent financial review of all credit and non-credit programs; periodic and agile assessment of new revenue streams and markets; and stewardship of human capital, resources, and campus facilities.

The Strategic Plan is supplemented by a **Facilities Master Plan and Information Technology Master Plan.** Both have contributed to unprecedented advances in the physical plant and technology of the College, facilitated the evolution of three vibrant and energetic campuses, greatly improved ADA accessibility across all three campuses, and allowed for full institutional support for the rapidly-expanding on-line education program. They also provided for technological advances that streamlined the admissions process for new students, allowed for the development of "anywhere, anytime" student services, and improved institutional transparency through electronic access to information.

Professional Qualifications & Personal Qualities

The successful candidate will be a strong and effective academic leader who has vision, sharp strategic views, and a demonstrated ability to lead a growing, complex institution. An appropriate combination of education, training, and experience in government relations and legislative processes, accreditation processes, strategic planning, enrollment management**,** and budget and fiscal management is desired. The ideal candidate will be a visionary and entrepreneurial leader who inspires confidence and trust, both within and outside Bucks County Community College and who will be an excellent communicator and spokesperson who can advocate on behalf of the College.

In addition, the ideal candidate should have the following professional qualifications and personal characteristics:

- Doctorate degree is preferred; however, the College will consider an appropriate terminal degree;
- Progressively responsible experience in higher education administration or a similarly complex organization;

- Commitment to maintain and deepen the College's strong and effective relationships with the external community; hold a strong commitment to serving the workforce needs of the county;
- Values shared governance;
- Excellent communicator, collaborator, and spokesperson;
- A track record of success having demonstrated financial acumen and executive tone at the top; capabilities to maintain the College's financial stability in an era of challenging economic circumstances;
- Demonstrated strong and effective leadership, management, and resource enhancement skills and capabilities;
- Demonstrated commitment to diversity and inclusion as core values that enhance the educational process and further, a demonstrated commitment to ongoing diversification of faculty, staff, and the student body;
- Demonstrated evidence of building leadership teams and transparency in communication; and
- A vision for the future of community colleges; ability to be a thought leader and craft a vision for what Bucks County Community College should look like in the next ten years.

It is preferred that candidates have the following characteristics:

- An innovative, passionate and strategic thinker with a history of cultural change accomplishments;
- Appreciation of the history, arts and culture, ideals, and values of Bucks County Community College, with a genuine passion for the College's mission to serve students and the community;
- Support and advocacy for academic excellence;
- Experience with cutting edge strategic information technology innovations, and comfortable with leading the digital transformation taking place;
- Ability to address the need for succession planning, team-building, and successful transitional plans for retiring administration, faculty, and staff;
- Strength to apply extraordinary, innovative academic leadership experience to an ever-changing pedagogical environment;
- Ability to interact effectively with local, state, and national officials and organizations, as an advocate for the College and for community colleges in general;
- Classroom teaching experience; and
- Skills to develop, maintain, and manage the College's global reach to the strategic enhancement of the institution, and have a strong understanding of global education.

Looking Ahead

Bucks will focus attention and resources on continuous improvement of student learning and institutional services pursuing strategic partnerships for the betterment of the College and the County, expanding on-line strengths, and enhancing the resources of the Foundation. Bucks will be responsive to changing economic and demographic scenarios by providing re-training and

workforce education, as well as expanding its global fire and emergency services training reach.

Some areas of opportunity for the leadership of the next president are:

- **Student Success:** Work with high schools on dual enrollment programs and improving the readiness of high school graduates for college; and to assist Bucks' students – particularly those in their first year of study – in achieving academic success through improved communication, academic planning, and advising. The new leader must care deeply about student success at a time when mental health issues are at a peak and the job market is tight.
- **Financial Sustainability:** Ensure that the College is fiscally strong through new revenue streams and effective financial management of resources. Promote compliance with standards promulgated by all applicable College's accrediting agencies, professional organizations, and local, state, and federal agencies. The new president will need to work in collaboration with the Foundation Executive Director and Board members to engage with the business community to grow the Foundation assets and annual contributions.
- **Expansion in Programs:** Meeting the needs of Bucks County by expanding programs in alignment with market demands. Leading the retraining and retooling needs as the College is the engine of the county's economy.
- **Learning Environment:** Build on the best faculty strengths and celebrate excellence in teaching. Attend to student engagement and enrollment, particularly as on-line enrollment grows, and look for opportunities to expand. Stimulate more non-credit to credit program ladders and internal articulation. Learn best practices in tackling virtual teaching challenges, and cyber security. Incentivize new ideas. Make strategic investments in facilities.
- **Areas of Excellence:** Continue to leverage the College's strengths to contribute to student engagement, promote alumni engagement and institutional reputation. Build on the growing international reputation in emergency and fire services training.
- **Managing ed-tech and strategic technology innovation** as teaching and learning takes new forms and investments are rising.
- **Leading the College through unprecedented times** in higher education, as students now desire tailoring their education to preferred delivery methods, ensuring fiscal health and sustainability, and leveraging a strong foundation and passionate community to forge a bold vision for its future.
- **Promoting and continuing diversity and inclusion initiatives** in student recruitment, faculty, and staff hiring, new policies, structures, and new curriculum offerings.
- **Making investment in professional development opportunities** for faculty and staff.

Nomination and Application Process

Salary

Salary will be competitive and commensurate with qualifications and experience.

How to Apply

Greenwood/Asher & Associates, Inc. is assisting Bucks County Community College in this search. Applications and nominations are now being accepted. Confidential inquiries, nominations and application materials should be directed to Greenwood/Asher and Associates. For a full application package, please submit a cover letter, CV, and list of five references. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Please direct inquiries, nominations, and application materials to:

Betty Turner Asher, Partner and Vice President
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Greenwood/Asher
& ASSOCIATES

Bucks County Community College does not discriminate against any employee, applicant for employment, student or applicant for admission because of race, color, sex, religion, ancestry, national origin, age, sexual orientation, gender identity or expression, an individual's actual or perceived disability, genetic information or veteran status. Accordingly, all recruiting, hiring, and promoting for all job classifications will be made without regard to race, color, sex, religion, ancestry, national origin, age, sexual orientation, gender identity or expression, an individual's actual or perceived disability, genetic information or veteran status.