

January 11, 2016

Dear Screening and Search Committee,

I am submitting my application materials for the position of President at Northwest Florida State College after carefully reviewing the position description and the qualities and characteristics required of the next president of NFSC. As a student-centered president who works effectively and collegially with an 11 member Board of Directors, I meet many if not all of your desired characteristics and qualities. My references will testify that I am a highly ethical leader with strong and effective communication skills who has always fostered a culture of optimism and collaboration which is focused on the success of our students, the organization and our faculty, staff and students. My experience in both small and large complex organizations has provided me the opportunity to work with both local community leaders and state and nationally elected government officials; so my relationship building skills and political and business savvy have been developed over 30 years through a variety of positions which indicate increasing responsibility. In Georgia I led the state's largest and most diverse community college while working to inspire others with vision and consensus building within the college and externally with the community, and state constituents/partners, always being mindful of the valuable role the college plays in the local economy and in the larger workforce development needs of the region and state. My colleagues will tell you that I am an innovative and creative person who encourages the same in my colleagues, and that I recognize and celebrate our shared success and the contributions of all employees. Look for me to be a consensus builder who has experience in honest, fair, friendly and equitable negotiation and collective bargaining processes. My experience is founded on being a teacher first who has a comprehensive understanding and values the opportunities that new technologies bring to our students by continuously improving the learning environment (academic, workforce, basic skills, and service) and ultimately to the work environment that our graduates will enter.

Leadership Experience and Core Values:

I am passionate about access to higher education through the open door that community colleges like NFSC provide. This is likely due in large part to the opportunity that was afforded to me as a community college student at Golden West College.

Since 1979 **I have served in community college teaching and administrative roles of increasing responsibility.** From faculty member to director, dean to associate vice chancellor at a system-level, and executive vice president to college president (for 10 years in California and Georgia), my work has always been focused on **supporting our faculty and staff** for programs and services that help our students to attain their end goal. In addition to my work in higher education, I also have **8 years of professional experience in the business and industry arena and also in the non-profit world** where I served as **Manager of Training and Development and President/CEO respectively.**

I am more passionate and committed today than I have ever been to provide responsive educational opportunities for **students from all walks of life, traditional and non-traditional.** As such, I am extremely supportive of **increasing and enhancing student access and success,** focusing on the diverse educational and economic challenges that our students face. I have also successfully led and managed colleges with several sites located in many counties, which served students in large geographical areas, and I have always been **present and visible on all campuses of the college and in the community.**

Ethical and moral behavior, integrity of action, and building trust as the foundation of all that I do best defines my leadership style. It is my leadership style that has built confidence both in the college community; and also in the community-at-large wherever I have worked. Imagine inheriting an extremely challenging presidency: A

fragmented Georgia Perimeter College (GPC) with four distinctly different campuses, each campus vying for freedom from the others, a faculty clamoring for transparency and trust, a support staff wanting to be heard, a non-existent shared governance model, a lack of communication, an outdated strategic plan, no college wide focus teamwork, and no compass or map to move the institution forward. Add to this, a plan to close the college's largest campus, an anticipated enrollment decline of 7,000 students over 12 months, and a \$30m loss of general funds as a result of the reduction in enrollment. Now, fast forward five years. Wonderful successes followed us at GPC during my tenure there. These successes were not earned by one person alone; for me it has always been about **teamwork**. Fortunately, my leadership style is grounded in **open communication**, counseling and guiding others, **collaboration and teamwork, actively engaging students, faculty, staff, and the community-at-large** in discussions which lead to **solid decision making**. In short, the actions we took engaged many, utilized effective communication, **engendered trust**, supported a **clear vision of innovation** which transformed the college and resulted in **data driven decisions** and **positive change** throughout my tenure as college president. This early work at GPC also started a process of **effective resource management** at the college as the **enrollment increase** opened the door to what eventually resulted in **a \$19M reserve fund**. The outcome of the process could easily have resulted in absolute disaster, instead it was total and complete success. I'd be happy to tell you all about this experience if I am invited to meet with you on campus.

Supporting Faculty, Staff, & Students and Leading Innovation:

I was a faculty member first. My first foray into teaching was in 1978 when I worked as a teaching assistant at the University of Redlands and then as an adjunct faculty member at Golden West College. My experience as a teacher first is the one which has helped me to understand the importance of maintaining quality delivery of instruction and support services while promoting transfer, technical and continuing education programs. **I have been fortunate throughout my career to hold positions in both instruction and student services and also in business/industry (manufacturing).** Outside of the presidency at Georgia Perimeter College and **West Hills College where I have had responsibility for oversight of all areas (including enrollment) of the smallest community college in California.** I had direct responsibility for both academic and student affairs while serving as the Executive Vice President for Student Learning at Oxnard College and a System-level position as the Associate Vice Chancellor for Student Learning with the Ventura County Community College District (System-Level Position). **At San Joaquin Delta College I gained substantial and valuable experience in workforce development (and related program development and evaluation)** and in both technical/occupational programs and several academic programs while serving as the **Dean for Vocational/Technical Education (Workforce Development) for seven years.** As you can see, with each of these different experiences (large and small, traditional and non-traditional), I have gained an increasing broader understanding of the needs of our students and their success. In addition to my work in higher education, I also served for several years as the Manager for Training and Development at Hughes Aircraft Company, and for some year as the **President/CEO of a non-profit organization** in Tennessee. These experiences outside of education have only served to broaden my professional experience and have made me a well-rounded leader with a greater understanding of how we can best **serve our constituents and improve our communities regardless of where we live and serve.**

Throughout my career, I have demonstrated a strong commitment to **supporting excellence in teaching and student success.** As a Vocational/Technical Education Dean, System Vice Chancellor, and Executive Vice President the focus on my work has always been on **student success.** Supporting the creation of development and readiness programs to assist students who needed that extra bit of help, working with coaches and faculty on developing learning communities, increasing advising opportunities for all students, **requiring 15-30-45 unit advising sessions prior to registration**, creation of freshman-year experience program, adding tutoring hours, embedding tutors in the basic skills courses, expansion of honors level courses, building an online honors program, adding hybrid courses to the schedule, and supporting the growth of organizations such as Phi Theta Kappa are just a few examples of actions I have taken over the years to support students and their success.

One my most enjoyable (and regular experiences) is **sharing lunch with students in the college cafeteria**, and inviting student leaders to our home to meet in a relaxed atmosphere and talk about what we can do to provide them with the best learning experience possible. These activities generally resulted in the **promotion of student learning, retention and graduation**. These activities also enabled me to connect with students individually, so I able to know them personally and to help inspire them throughout their educational pursuits.

I have also been pleased to host faculty and staff members in my home, a relaxed atmosphere where we share ideas to support and improve excellence in teaching and service. Outgrowths of these discussions were an outstanding ***Center for Teaching and Learning***, the development of ***the Atlanta Center for Civic Engagement and Service Learning***, and ***the Southeastern Institute for Sustainability***, (*both of these centers advocate for engagement of students, faculty and community, sustainable principles and practices embedded in the curriculum, improved campus operations, a stronger connection with the community, and with student activities.*

The US Environmental Protection Agency recognized GPC as the first community college in the country to partner with them in building sustainable futures into community college curriculum). The ***Faculty Academy for Service Learning*** is another example of the Institutes and Center's we developed from 2006-2012 at Georgia Perimeter College to support excellence, student learning, retention and accountability. These Centers also enabled faculty to create their own **centers of excellence** within their disciplines, all while supporting the college's overarching goal to connect theory to practice. My work has always been focused on the success of our students, and is in line with those indicators of success identified as academic **best practices** across our nation.

Leading, Embracing, and Communicating the Value of Diversity:

Hailing from an ethnically diverse background myself, and after having worked in Hispanic Serving Institutions and in African-American majority institutions for three decades I now have **extensive experience working with diverse populations**, and **I understand and actively promote the importance and value of diversity** of all types. From 1990-1997 at San Joaquin Delta College (SJDC), I was an active member of the Hispanic Employee Association; and twice served as the HEA president which focuse3d on raising funds for student scholarships. It was also at SJDC that I helped to establish and launch the Women's Business Entrepreneur Program. Then in 2011 and 2012 I worked with the Goizuetta Foundation in Atlanta which brought over **\$1 million to GPC and helped to establish the Hispanic Achievement Program**. It was also at GPC where I participated with Atlanta's Mayor Shirley Franklin and Georgia's Congressman Hank Johnson to increase awareness of and communicate the value of a **college education for African American Males**.

Leading Innovation and Transformation via Communication & Trust while Valuing Others:

For over 30 years, I have served in environments where **I practiced open and effective communication, transparency, accessibility to faculty, staff and students alike**. First in California, then in Georgia, my work in this area has been recognized as among those leaders who work diligently to **create an atmosphere of trust**. In fact, at my last institution I encouraged the development of "The Magic of Trust" a human resources offered training program whose goal it is to assist with **instilling an understanding of the value of trust throughout the organization**. At each institution where I was employed, I always encouraged others to participate in fair and open collective bargaining. Leading institutions through positive change and challenging times is exactly what I did for ten years as a college president. **I have always been considered a transformational and innovative leader**, but also as one who **brings stability to the organization**. As indicated earlier, **my style is collaborative in nature**, and I know that successful collaboration will only serve to **strengthen the existing culture of the college**.

Not only do I deliver an **entrepreneurial and innovative way of leading**, I also recognize, encourage and **celebrate such innovation of thought and vision in the workplace**. As a former Director of Training and Development in a Hughes Aircraft manufacturing environment early in my career **I learned the importance of continuing improvement** and how the bottom-line is often strengthened by continued improvement. In my work today, I always encourage others to constantly seek to improve our internal processes and procedures, as well as our **service to students, community, and also to each other in the workplace**. Of course, none of what we do could be done without showing that we **value others around us; we must always value our people, communicate clearly our goals and objectives, and always hold myself and others accountable to do an outstanding job daily**. During my Convocation speech in 2011, I encouraged everyone to accept **“accountability”** as the word of the year. I talked about accountability often and held myself and our vice presidents accountable for our work and our outcomes. It is important that we first hold ourselves to a high standard of personal accountability, and then others.

Leading Shared Governance, Teambuilding and Motivating Others for the Good of Our Students and the College:

Leading collaboratively I was able to encourage the **building of effective teams** with all of the college's employee groups, promote a culture of excellence, and create a solid foundation for the institution which was built upon **trust at our core**. Together, *we developed a dynamic new model for shared governance and policy development which supported the academic freedom and tenure process for faculty, as well as the many opportunities which we developed for **inclusion of faculty, staff and students into a transparent decision making process***. At GPC, long standing committees were replaced by action oriented president's *Think Tanks* and college-wide *Task Teams*. It was those teams that developed recommendations for positive change, and equally important, to meet the strategic planning goals of the college. *Task Teams* completed their work in a very timely fashion (30 days). In addition, the College's Policy Review Board I chaired, charted and moved policies through a three-year review cycle, and clearly defined the difference between policy and procedure. The process we created also enabled all involved parties to be involved in and aware of policies that might impact their various departments and/or constituencies across the college. The outcomes of our work followed the four T's of our newly created shared governance model (**Transparency, Timely, Targeted and Temporary**). The organizational and culture of excellence changes we experienced were phenomenal and resulted in **greater employee efficiency and reduced employee frustration, enhanced service to students and cost savings** in the following areas: diversity; recruitment; admissions; financial aid; enrollment and registration; online education; *planning(broad and narrow)*; governance; communication; data driven decisions; military outreach; prior learning assessment; hybrid classes; and sustainability. We were fortunate to have our work recognized as being worthy for receipt of the ***Ralph S. Brown Award*** for Shared Governance Leadership by the American Association of University Professors. I was humbled, honored and proud to receive this leadership award “for making governance a collegial and collaborative endeavor moving this multi-campus college to a more cohesive, **unified whole**.” This process was transformational for those of us who worked at the college during that time this new model was implemented. In addition, the Atlanta Magazine named **GPC as the only institution of higher education in Georgia as an “Atlanta's Best Place to Work”** because of our **high employee satisfaction ratings**. All actions taken started with the collaboration of any and all, final recommendations were made by those most closely impacted by the decisions, and all **decisions were based upon reliable data**. Having accurate data is the key to making good decisions.....**data driven decision**.

Leading Strategic Planning, Fostering Optimism and Connecting the Dots:

In 2006 it became my job to lead the development of a plan for the institution that would **unite and move forward** the four very different campuses in metro-Atlanta as one strong institution. In a series of town hall meetings that involved the college-community and the community-at-large, **“I listened and learned so I could**

understand” what appeared to be working and what appeared to need improvement. I assembled a strategic planning team with broad and wide representation from the campuses and disciplines and departments to work with me to lead the development of a new vision and mission, a set of strategic goals, key performance indicators, and core values that guided the college through the next five years. The final strategic planning document is not long, in fact it is only four pages short, yet it communicated a plan and a set of actions, timelines and accountability methodology which enabled the college team to measure and evaluate its success. The values we established through this process included: Trust, Excellence, Integrity, Civility, Passion, Diversity, and Efficiency. **We used that same inclusive, transparent strategic planning model to determine our planning and resource allocation process.** In an environment with limited resources, the “one college philosophy” **broke down college silos** and led to broader support for **fair and equitable budget allocations and effective resource management.** **Throughout my career, I have been known as a strong fiscal leader with responsible financial stewardship.** There is an important balance however, between trust and verification when it comes to the budget, and it is vital for a new leader to strike that balance early in her/his tenure. I would look to college leaders to quickly bring me up to speed. In addition, I would become acquainted with state legislators and other political leaders as guided by the Board in order to **keep NFSC in front of the curve** relative to the ever changing financial landscape we all face today.

A Strong Advocate Inside and Outside the College with a Record of Engagement and Partnership Development, Collaboration and Fundraising:

During my years at GPC I worked closely with our institution’s advancement team to **raise dollars for classroom technology**, finalizing the deal for a new campus, and communicating with state legislators about the value that a **\$70 million dollar investment** will have on our students in the way of new student centers being built on each of our campuses. In the past three years I have been focused on fundraising for a non-profit organization. As such, **my fundraising skill set has grown tremendously** during the past 36 months.

Being involved in the local community is a must for the leader of any college. **Being accessible to the college and the community** and placing oneself among the community is a great way to **understand the needs and/or concerns of all constituents** of the college. I also like being out in the community because enables me to do a bit of **marketing and strengthen the image of the college.** **You can count on me to become very involved in the communities served by NFSC.** While at Monterey Peninsula College, I had responsibility to manage and coordinate all 40 Business Advisory Committees for the college’s Career, Technical and Continuing Education Programs. It was this work in particular that put me in direct contact with business and industry leaders while **leading workforce and economic development and college readiness** programs.

The development and building of GPC’s Newton Campus was a \$25 million project, and was funded through a **public-private partnership.** The funding of this particular public-private partnership was for the development of the Newton Campus. The **funds came through a variety of community sources** that would typically comprise such a partnership. The 100 acres of **land was a gift** to the Georgia Perimeter College Foundation (GPCF) from a local Foundation. Phase 1 included **\$5 million for site development, \$20 million for the campus master plan** and Building 1; **this all came from a local developer.** The **State Department of Transportation funded development of the road** leading up to the campus, and the Newton County Commission provided the remainder of the site development funding. **A local bank financed the construction of Building 1**, which GPC agreed to lease from the GPCF for instructional use, with options to renew for a total of 25 years, at which time the building is to be gifted to the State of Georgia and the University System of Georgia’s Board of Regents. This is just one example of my experience with private-public partnerships, capital projects and facilities management over a five year period of time while I was president of the five individual college campuses known as Georgia Perimeter College.

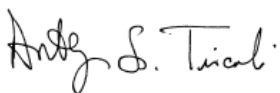
I Am Prepared with a Proven Ability to Work with All Constituents and Board Members:

With three decades of progressively responsible leadership experience as my foundation, I have learned from my successes and my failures. All of these experiences combined culminate at this time in my career and life with this application for the president position at Northwest Florida State College.

If I should be so lucky.....as the new NFSC president, you will receive my promise to serve students and to help them transform their life by meeting their goals; my promise to support the faculty in the delivery of the best quality education possible; my promise to support our classified and administrative staff to accomplish their work without obstruction from procedures which create hurdles for students and staff so we can all serve our students to the best of our ability; to work closely with and support the Board; to create opportunities for teamwork and collaboration in each venture; to communicate effectively and often; my promise to be a good steward of the finances of the college and to balance the college's mission with the economic realities of declining resources faced by the college and State; my promise to subscribe to and/or create and build upon the college's atmosphere of trust, integrity, transparency, and collegiality; my promise to support a shared governance model unparalleled by any institution in the nation; my promise to value and actively pursue diversity of all types; my promise to maintain the current friends of the college and to make new friends for the college - to pursue, support and build upon the wonderful image the organization already enjoys - and to gain success in fund raising; my promise to quickly establish relationships at the State level, and to strengthen relationships with elected officials locally, regionally and statewide to represent NFSC's best interest; my promise to enhance and create new partnerships in all arenas (business/industry/schools); my promise to create opportunities for me to listen and to receive constructive criticism from my college and state colleagues, and the Board; and my dedication **to serve** the college, community, system, State of Florida and most importantly - **the students** served by Northwest Florida State College.

I would welcome opportunity to meet with you.

Most Sincerely,

A handwritten signature in black ink that reads "Anthony S. Tricoli". The signature is written in a cursive style with a prominent initial 'A'.

Anthony S. Tricoli

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***Strengthens organizations via strategic communication & planning,
collaborative governance, engagement & teamwork***

PROFESSIONAL EXPERIENCE:

Independent Consultant/Contractor - Strategist in Higher Education
SWOT Analysis & Problem Resolution; Strategic Planning & Fundraising;
Organizational Design & Program Assessment; Marketing & Outreach;
Collegial Governance & Team Building; Diversity & Communication;
Enrollment Enhancement – Recruitment & Retention; Accreditation;
Economic Development & Contract Education 7/2012-present

President/CEO
Boys and Girls Club of the Monroe Area (East Tennessee)
Madisonville, TN 2013-present

College President
Georgia Perimeter College, GA 2006-2012

College President
West Hills Community College District – Coalinga, CA 2002-2006

Associate Vice Chancellor & Executive Vice President
Academic & Student Affairs
Ventura County Community College District, CA 1997-2002

College Dean, Academic & Vocational Education
(Workforce Training, Economic Development, Contract Training)
San Joaquin Delta College, CA 1990-1997

Assistant to the Vice President for Academic and
Student Services and Director of Community Education
Monterey Peninsula College, CA 1988-1990

Manager of Technical Training and Development
Hughes Aircraft Company, CA 1982-1988

Evening Site Administrator and College Instructor
Coastline College, CA 1982-1988

Adult Education Assistant Administrator and Counselor
Garden Grove Unified School District, CA 1979-1982

Academic Faculty Member (adjunct), CA:
Golden West College
Compton College
Orange Coast College
University of Redlands 1978-1987

SKILLS:

Enrollment Management	Accreditation Standards Implementation
Fundraising	Community & Legislative Relations
Shared Governance/Team Building	Cultivation & Solicitation of Donors
Strategic & College Planning Leadership	Customer Service Outcomes Focused
Program Review & Development	Communication (oral and written)
Diversity Development/Appreciation	Public Relations, Marketing/Image
Partnership & Workforce Development	Big Picture Operational Leadership
Strengthening Organizations via Trust, Communication, and Active Listening	

FORMAL EDUCATION:

- 1984** Doctorate, Leadership and Administration
Graduate School of Education, Pepperdine University
- 1979** Masters, Education Administration and Counseling (Mott Fellowship in Community Education)
Graduate School of Education, University of Redlands
- 1978** Bachelors, Sociology (major), HPER (minor)
Undergraduate Department of Social Service, Whittier College
- 1976** A.A. Liberal Arts
General Education Studies, Golden West Community College

POSTDOCTORAL EDUCATION:

- **2014** Spillet University, Non-Profit Leadership, Boys & Girls Club of America
- **2012** Institute for Georgia Environmental Leadership, Georgia State University
- **2011** Mastery Program, Dorrier Underwood, Raleigh, North Carolina
- **2008** Lean Six Sigma, Southern Polytechnic State University, Georgia
- **2007** Leadership Institute, Carl Vinson Institute of Government, University of Georgia,
- **2005** College President's Academy, AACC Institute, Sonoma, California
- **2004** Major Gift Fund Raising, CASE Institute, San Francisco, California
- **2001** Entrepreneurship, Graduate School of Education, Harvard University
- **2000** Institute for Management & Leadership, Graduate School of Education, Harvard U.
- **1999** Baldrige Examiner Program, Data-Tel and Continuous Quality Improvement Network-CQIN
Fairfax, Virginia
- **1999** Servant-Leader Institute, Greenleaf Center for Servant-Leadership, W.K. Kellogg Foundation
- **1994** Modern Marketing Management, School of Business Administration, University of Southern Cal
- **1992** Hispanic Educational Administrator Leadership Institute, National Community College Hispanic
Council, Ford Foundation Fellowship
- **1989** Contract Negotiation & Management, Graduate School of Business Administration, UC Berkeley

COMMUNITY SERVICE (selected):

- Monroe County Economic Development Committee, 2014-present
- Buckner Memorial Church Choir, 2012-present
- Association of American Colleges & Universities "Senior Fellow" designation 8/2012-present
- Boys & Girls Club Board of Directors, Monroe County, TN, 8/2012-2013
- University System of Georgia Taskforce, Distance Learning Education, 2012
- Association of American Colleges & Universities LEAP Presidents' Trust, 2011-12
- Southern Association of Colleges and Schools Accreditation Visiting Team Member, 2011
- International Chair Academy Board of Directors, 2010-12
- AAC&U Presidents National Roundtable on Civic Learning & Engagement, 2011
- American Council on Education, Commission/International Initiatives, 2008-11
- USG Committee, Ethics Policy Development, USG Presidents Representative 2009-10
- AACC Commission on Academic, Student & *Community Development*, 2007-10
- Georgia Chamber of Commerce, Board of Directors, 2006-2012
- Atlanta Chamber of Commerce, Board of directors, 2006-2012
- Coalinga Chamber of Commerce Board of Directors, 2004-2006
- Westside Educational Foundation Board of Directors, 2004-2006
- Youth Sports Complex Board of Directors – Coalinga/Huron, 2004-2006
- West Hills College Foundation Board of Directors, 2004-2006
- Warden's Advisory Board, Pleasant Valley Prison, 2004-2006
- Coalinga Chamber of Commerce Institute Board, 2004-2006
- College and University President's Board of Directors, Central Valley Higher Education Consortium, 2002-2006
- Economic Development Collaborative, Ventura County, 1997-2002
- Camarillo Boys and Girls Club Strategic Planning Committee, 2001
- Camarillo Health Care District Community Leaders Health Care Advisory Panel, 2001
- Comprehensive Economic Development Strategy Committee, 2001
- Tri-Valley Alliance for Higher Education Disciplines, CSU Northridge, 2001
- Comprehensive Economic Development Committee, Ventura County, 1998 & 1999
- Academic/Student Services & Curriculum Committee Chairman VCCCD 1997-2002
- Central Valley Higher Education Virtual University Committee, 1995-1997
- Regional Representative, Vocational Education, CCCAOE Regional Steering Committee, 1996-1997
- San Joaquin Regional Business and Education Partnership, Workforce Development Board & Coordinating Council Member, 1996-1997
- California Hospitality Educators' Institute, Statewide Community College Rep, 1994-1997
- Hispanic Employee Association, San Joaquin Delta College, 1990-97
- Private Industry Council, Labor Market Inventory Committee, San Joaquin County, 1990-1997
- California Technology Assistance Project, Statewide Community College and University Representative, 1996
- SBDC/Women's Entrepreneur Program, Board of Directors, 1990-96
- Industry Education Council of Monterey County, 1987-90
- Small Business Owners Technical Assistance Program Board of Directors, Seaside, CA 1987-90
- Small Business Committee Monterey Chamber of Commerce, 1988-1990
- Seaside-Sand City Chamber of Commerce Board of Directors, 1988-1990

RECOGNITION (selected):

- Georgia General Assembly House Resolution Number 2065 – Recognition and Commendation for Leadership Role in Higher Education, March 2012 and May 2009
- National Academic Advising Association (NACADA) Pacesetter Award, April 2012
- International Exemplary Leader Award, The Chair Academy, March 2012
- AAUP - Ralph S. Brown Award for Outstanding Leadership in Shared Governance, 2011
- Phi Theta Kappa Honorary Member Award from Students of GPC, 2011
- African Culture Students Association Award, Extraordinary Support of Cultural Diversity, 2011
- NCMPR Marketing & Public Relations Pacesetter of the Year Award, 2011
- Silver-Level Award Winner for the Customer Service Leadership for the University System of Georgia, 2010
- Gold-Level Award Winner for the Customer Service "Institution of the Year" for the University System of Georgia, 2009
- Silver Level Award Winner for the USG Chancellor's Outstanding Customer Service Leadership Award, 2009
- U.S. Congressional Recognition for Outstanding Service to the Community, 2008
- Gold-Level Award Winner for the 2008 USG Chancellor's Outstanding Customer Service Leadership Award (out of 44,000 employees), 2008
- State of Georgia, Governor's Office of Customer Service Commendation, 2008
- Educator of the Year, Coalinga Area Chamber of Commerce, 2005
- California State Assembly Resolution, Exemplary Record of Civic Leadership, 2005
- California State Senate Resolution, Significant Contributions to Community, 2005
- Certificate of Recognition, Outstanding Contributions and Dedication to the Community, Fresno County Board of Supervisors, 2005
- Certificate of Congressional Recognition for Educational Leadership, United States Congress, 2005
- President, Chamber of Commerce, City of Coalinga, 2004
- President, Hispanic Employee Association 1995-97
- Outstanding Hispanic Employee Award, 1995

MAJOR ACCOMPLISHMENTS:

Major Accomplishments as President of Georgia Perimeter College Included:

Goal: Double the enrollment of students to fulfill the access mission of the college

Action & Result: We developed an enrollment management plan which resulted in an access enhancement from **13,400 students in the fall of 2007 to an enrollment of 27,000 students in the fall of 2011.** During this same time period, on-line enrollment surged from 1,600 students to over 10,000 students. From 2009-2011 two new campuses were opened: one in the outskirts of Newton County and the other in the City of Alpharetta. We also grew the international student population to thousands and served students from 160 countries.

Goal: Create a culture of data-based decision making

Action & Result: We actively supported the implementation of Lean Six Sigma methodology to gain efficiencies across the campuses of the college. Training was provided to many faculty and staff members. We created the University System's first **Lean Six Sigma** Project Efficiencies Report which was used by USG Chancellor Erroll Davis in his presentation to the State Joint Appropriations Committee in spring of 2009.

Goal: Increase fundraising and double the economic impact of the college

Action & Result: We provided the leadership necessary to attain the highest level of annual fundraising success in the college's history. We gained \$70 million in individual donations and capital projects funds for three new student centers, a renovation of the largest student center, two new mid-level parking structures, a new gymnasium, class room and laboratory renovations, and the addition of **Smart Classrooms** in every classroom space on the college's newest campus. GPC's economic impact **more than tripled** from \$212 million/year to over \$715 million/year from 2006-2012.

Goal: Create a nationally recognized collegial governance model and environment

Action & Result: We worked closely with faculty, staff, and student leaders to create a shared-governance model which is completely transparent, timely, targeted, and temporary; and which has resulted in increased trust and has transformed the way the college came to do business from 2006-2012. I maintained a personal code of ethics characterized by honesty, integrity, a commitment to fairness, and a desire to share experience and knowledge, as well an interest to continue to learn from others. The (AAUP) American Association of University Professors recognized the work of the faculty and administration to create a true shared governance model; and in 2011 awarded GPC the Ralph S. Brown award as the **top governance college in the nation.**

Goal: Improve college and campus communication structures through engagement

Action & Result: We utilized an open communication style in open forums and town hall meetings in order to keep all employees involved in discussions, thoughts, and actions which impact their work and the goals of the college. We led the assembly of both think tanks and 29 day task teams on all topics which included faculty, staff, administrators and students from all campuses to address issues including enrollment management, salary study, quality enhancement planning, academic advising, information technology, shared governance, student and employee diversity, on-line education, international and global education, budget reductions and fiscal management, customer service, course scheduling, and classroom quality enhancement.

Goal: Create a culture of college and community engagement to enrich the learning experience, broaden the teaching experience and support local and global communities

Action & Result: Together, we created *the Atlanta Center for Civic Engagement and Service-Learning* at Georgia Perimeter College, *the Service-Learning Faculty Academy*, and a service-learning and civic engagement resource center for use by community college professionals from around the nation; created the ***Southeastern Institute for Sustainability*** to advocate for sustainable practices across the curriculum, campus operations and student activities; and created the *Southern Academy for Literary Arts and Scholarly Research* to promote excellence in creative and scholarly writing, literacy and civic engagement through literary and scholarly endeavors. A faculty-driven training program was created to support faculty in Theory to Practice principles.

Goal: Improve and link all college planning processes to the college's strategic plan

Action & Result: Provided the leadership in the development of a highly collaborative strategic planning process which focused on 1) strengthening student success; 2) fostering a culture of teamwork, leadership, quality service and continuous improvement; 3) enhancing the economic, social and cultural vitality of our communities; and 4) expanding access and enrollment capacity. This **4-page strategic plan** is supported by faculty, staff and administrator evaluations, links facility planning to the academic master plan and the needs of student affairs, and connects the budget to the strategic agenda of the college and the strategic plan of the University System.

Goal: Guide the college community to a climate of trust

Action & Result: We worked collegially with faculty, staff and administrators to create and support of a climate of trust and civility by developing a plan to use the methodology contained in Stephen M.R. Covey's book the "Speed of Trust". The college developed a training program focused on Organizational Trust.

Goal: Create a culture of service to students and colleague-customers within the college

Action & Result: We studied, discussed and developed the Office of Customer Service. This Office focused on improving service to all students and colleagues throughout the institution. We led and supported the development of the College's Contact Call Center to address the 1.7 million telephone calls received at the college annually – both were the first in the University System of Georgia. Our college was **recognized by the Governor and Chancellor as Georgia's Top College**.

Goal: Create a "One-College" philosophy

Action & Result: Conducted listening tours and open-forum meetings over a four year period of time on all campuses and departmentally. Over time, trust was built and silos were eliminated. A college/campus/team approach to leading the college's campuses and addressing college-wide issues with a "one-college" philosophy was created by faculty, staff, students, and administrators.

Goal: Improve retention by creating a seamless transfer admission guarantee

Action & Result: Together, we created avenues for continued educational opportunities for graduates by establishing **50 Transfer Admission Guarantees** (TAGs) with some of the best four-year colleges and universities in the State of Georgia and across the country.

Goal: Improve retention by offer Baccalaureate Degrees

Action & Result: The Faculty Senate and College Leadership Team worked together with me to create a process to move the college forward in this venue. The faculty members of selected disciplines developed the appropriate curriculum, and the college leaders worked with the USG to move this process forward. In 2011 the Board of Regents approved the first two BA degrees to be offered at GPC in fall of 2012.

Goal: Improve retention by moving institution to "State College" status

Action & Result: We met together with the various college leadership groups (faculty senate, staff senate leaders and student leaders) to discuss the positive and negatives surrounding such a change. After receiving the input and support of the college-community, we then met with the appropriate USG staff members to review and outline the value in making this change of status. The Board reviewed this proposal and approved the change of status in the spring of 2012. SACS approved this substantive change in fall of 2014.

Goal: Improve retention by creating a three year AA/BA degree

Action and Result: The USG Chancellor put out a challenge to all USG Presidents to create a way for students to complete their BA degree in three years. The faculty met with the president and created the preliminary model. The GPC president collaborated with the President from Georgia Southwestern University to create the first two 3-year degree programs in Business Administration (management and accounting). These programs are in place today and enroll thousands of students. Students in Georgia may now earn both the AA and BA in a three year period of time through this program.

Major Accomplishments as President of West Hills College Included:

West Hills College Coalinga is one of California's smallest two-year colleges. Located on two campuses in rural California. Enrolled 1,200 students/semester and employed 40 full-time faculty members.

Goal: Gain a successful accreditation – from Warning Status to Full Accreditation

Action & Result: We supported faculty and staff through a successful accreditation for the college through the year 2011, in which the college received accolades in: 1) Innovative instruction; 2) Grant development successes; 3) Instructional program review; and 4) Well maintained facilities.

Goal: Create a comprehensive strategic plan for the college

Action & Result: We provided leadership and worked closely with faculty leaders in the development of "Voices, Values and Vision" a comprehensive strategic planning process for the college which earned West Hills College national notoriety by Campus Compact as a "best practice institution" in five areas: 1) Institutional Culture; 2) Administrative and Academic Leadership; 3) Student Voice; 4) Community-Campus Exchange; and 5) External Resource Allocations.

Goal: Link the strategic plan and college budget

Action & Result: We provided leadership (immediately upon my tenure) in the development of a collaborative budget development process which linked the budget of the two campuses of the college to the strategic plan of the institution, and which assisted the college in addressing California's budget shortfall, and to reduce the college's budget by \$1.3 million without the focus being placed on employee reductions.

Goal: Increase the international student enrollment and institutional diversity

Action & Result: We doubled our international student enrollment from 2003-2006. I personally travelled abroad to help in this effort. We smoothed the application and admission process for new and international students. We increased opportunities to live on-campus, and we built an international student program that enabled students to become involved in local community life as well as on the campus; we increased the level of weekend activities for students living in our residence halls; faculty and staff greatly assisted these efforts.

Goal: Increase fundraising efforts to improve college library/resource center and theater

Action & Result: We provided the leadership and collaborated with Library staff on a plan which resulted in the complete renovation of the Learning Resource Center/Rodney B. Fitch Library, and the development of a fundraising campaign "Friends of the Library" to generate funds for state-of-the-art technology and new books in the Learning Resource Center/Library. Provided the leadership and collaboration between college and district staff which resulted in **new grants in excess of \$11 million in three years**. Developed the college's outdoor performing arts theater, and a completely renovated the Performing Arts Center.

Goal: Create a transparent problem identification and resolution process

Action & Result: We facilitated a district-wide problem-identification/resolution process using "Quality Circles" which resulted in a significant reduction of the outstanding debt in the residence halls.

Goal: Create partnerships which result in jobs for WHC student/graduates

Action & Result: We provided leadership and collaboration with faculty which resulted in the development of new partnerships with the Coalinga State Hospital in Health Careers & Administration of Justice, and which also provided the community and local citizens with training for over 1300 new jobs.

Goal: Move the institution forward in vocational education

Action & Result: Planned and built an Allied Health educational facility; Developed new Construction & Technology Curriculum; A total re-design of the academic direction of the Farm of the Future; Develop a new Psychiatric Tech Program linked to the new State Hospital.