



Presidential Search Profile

Rochester Community and Technical College



MINNESOTA STATE



ROCHESTER
COMMUNITY AND TECHNICAL COLLEGE

A member of Minnesota State

POSITION OVERVIEW



Rochester Community and Technical College (RCTC) seeks an experienced and visionary leader to help further our mission of providing affordable, accessible, and quality learning opportunities to a growing and diverse community; foster relationships both internally and externally; and work tirelessly to continue the rich heritage and reputation RCTC has created over the past 101 years.



Established in 1915, RCTC is the oldest public two-year college in the state. The college is also the largest higher education provider in the fastest-growing city in Minnesota, serving more than 7,500 students a year in credit courses and nearly 3,700 in non-credit continuing and workforce education programs.

RCTC's expansive 518-acre campus is home to numerous university partnerships, an innovative career and technical education center in collaboration with Rochester Public Schools, shared athletic facilities with the City of Rochester, a workforce center, a diverse and engaged student body, and a vibrant student life program. RCTC provides a unique learning environment that offers the feel of a four-year university campus with the commitment to access and opportunity of a two-year college.

RCTC is accredited by the Higher Learning Commission and participates in the Standard Pathway. The college's last site visit was in Spring 2017 and accreditation was reaffirmed in August 2017. In addition to Higher Learning Commission accreditation, several of RCTC's academic programs maintain professional accreditation.

RCTC is located in Rochester, Minnesota, home of the world-renowned Mayo Clinic, the largest private employer in the state. Destination Medical Center (DMC), a public-private partnership initiative aimed at securing Rochester's status as a global medical destination, is expected to result in over \$6 billion in investments in Rochester over the next 20 years, creating over 30,000 new jobs, and doubling the population of the Rochester region. As the No. 1 provider of highly-trained personnel to Mayo Clinic and the Rochester region, RCTC is a critical partner in providing the education and training needed to meet employer needs.

RCTC is a member of the Minnesota State system. With 30 two-year community and technical colleges and seven state universities, Minnesota State is the largest provider of higher education in the state. Minnesota State is committed to ensuring access to an extraordinary education for all Minnesotans; being the partner of choice to meet Minnesota's workforce and community needs; and delivering to students, employers, communities, and taxpayers the highest value, most affordable higher education option.

Reporting to the chancellor, the RCTC president serves as chief executive officer responsible for leading the faculty and staff in fulfilling the college's mission. The president serves on the system's leadership council, which consists of the chancellor, the chancellor's cabinet, and 30 college and university presidents. As a member of the leadership council, the president contributes to the overall direction of the nation's fourth-largest system of higher education.

Minnesota State Colleges and Universities

Minnesota State is the largest single provider of higher education in the state. With 37 institutions, including 30 community and technical and seven state universities, Minnesota State serves 58 percent of the state's undergraduate student population.

Students and employers alike count on Minnesota State to provide an extraordinary education. Our colleges and universities are accredited by the Higher Learning Commission, and many of the academic programs offered have received specialized accreditations. Our faculty, too, are credentialed, experienced, and dedicated.

Extraordinary Facts

- We serve 375,000+ students annually and more students of color, first-generation college students, and students of modest financial means than anyone else in the state, including:
 - » 63,500 Students of Color and American Indian Students
 - » 48,500 First-Generation College Students
 - » 84,000 Low-Income Students
 - » 95,000 Students Aged 25 or Older
 - » 10,000 Veterans and Service members
- We offer the lowest tuition in Minnesota.
- Our colleges and universities have 54 campuses that are conveniently located in 47 communities throughout Minnesota.
- We provide more than 3,700 academic programs, including nearly 600 offered entirely online.
- We award more than 40,000 degrees, certificates, and diplomas annually.
- 85% of graduates are employed in a field related to their degree program.
- Our colleges and universities produce more graduates for jobs in critical, high-demand fields such as health care and information technology than anyone else in the state.
- We employ more than 16,000 dedicated faculty and staff focused on student success.
- We provide essential training and specialized certification options for business, industry, and professionals throughout Minnesota.

Governance

Minnesota State's 15-member Board of Trustees is appointed by the Governor and has policy responsibility for system planning, academic programs, fiscal management, personnel, admissions requirements, tuition and fees, and rules and regulations.

minnstate.edu/board/

Chancellor

Under the direction of the Board of Trustees, the chancellor is chief executive officer of Minnesota State and is responsible for providing academic leadership to the system's 37 colleges and universities, ensuring effective and efficient management and operation of the system so that Minnesota State can meet the current and long-term educational needs of all Minnesotans.

minnstate.edu/system/chancellor/

Strategic Framework

In January 2012, the Board of Trustees adopted a strategic framework for Minnesota State's future. The framework emphasizes the essential role the system plays in growing Minnesota's economy and opening doors of educational opportunity to all Minnesotans. Minnesota State recently completed a multiyear self-examination and is now moving to operationalize the strategies in the Strategic Framework:

- To ensure access to an extraordinary education for all Minnesotans
- To be the partner of choice to meet Minnesota's workforce and community needs
- To deliver to students, employers, communities and taxpayers the best value and most affordable higher education option



MISSION, VISION, VALUES



MISSION

Rochester Community and Technical College provides accessible, affordable, quality learning opportunities to serve a diverse and growing community.

VISION

Rochester Community and Technical College will be a universal gateway to world class learning opportunities.

VALUES

- Learner-Centered
- Excellence
- Innovation
- Respect
- Teamwork
- Fun



STANDARDS OF EXCELLENCE

RCTC strives to create an environment where everyone can excel — whether it’s teaching, learning, or playing. The following are standards the college seeks to attain:

- Welcome stakeholders with warmth and enthusiasm, and maintain a safe and respectful environment
- Be a positive representative of RCTC
- Meet the needs of our stakeholders by exceeding their expectations
- Follow college guidelines for communication
- Protect confidentiality
- Build positive and supportive relationships
- Take pride in campus facilities
- Welcome feedback for continuous improvement

DEMOGRAPHICS

Unduplicated headcount.....	7,515	Full-time students.....	39%
Full-year equivalent (FYE).....	3,969	Part-time students.....	61%
Customized training and noncredit....	3,989	Female*	61%
Post-secondary enrollment (high school students on campus) ...	684	Male*.....	39%
Veterans.....	320	Credits offered online	27%
Students under the age of 26	68%	Second fall persistence and completion rate for Fall 2015.....	65.3%
Students of color	24%	<i>*Based on students who responded to the inquiry</i>	

STUDENT SATISFACTION

Community College Survey of Student Engagement (CCSSE)

RCTC participates in the Community College Survey of Student Engagement every other year, most recently in Spring 2017. The CCSSE provides information on student engagement and asks students about their college experiences inside and outside of the classroom. Historically, RCTC students have reported “often” or “very often” for the following items of student engagement:

- Worked with other students on projects during class
- Participated in a community-based project as a part of a regular course
- Discussed ideas from your readings or classes with instructors outside of class

Noel-Levitz Student Satisfaction Inventory (SSI)

RCTC recently participated in the Ruffalo Noel Levitz Student Satisfaction Inventory survey in Fall 2016. The SSI measures student satisfaction and priorities, providing insight into how satisfied students are and what issues are important to them.

The top 10 highest satisfaction items from RCTC students completing the SSI include:

- The college respects and values differences in culture.
- Computer labs are adequate and accessible.
- This campus provides online access to services I need.
- Faculty are usually available to students outside of class (during office hours, by phone, or by e-mail).
- On the whole, the campus is well-maintained.
- Library resources and services are adequate.
- Students are made to feel welcome here.
- The campus is safe and secure for all students.
- The campus staff are caring and helpful.
- My instructors promote an active and collaborative learning environment.

Stakeholder Surveys

Stakeholder surveys are central to RCTC’s Continuous Improvement strategy, and a student survey is scheduled for implementation each year. The College recently created an Institutional Quality Council to evaluate stakeholder feedback and create improvement strategies for items with identified gaps in survey responses.



ACADEMICS AND SERVICES



Master Academic Plan

RCTC recently completed a comprehensive three-year academic plan that includes all academic program areas, Student Affairs, instructional support areas, and Campus Technology. The Master Academic Plan creates the roadmap to advance the college's academic mission, vision, and programmatic portfolio.

Academic Programs and Services

The college offers more than 70 credit-based programs with over 100 credential options in the areas of liberal arts and sciences, allied health, business, and career and technical education. The college grants awards to students ranging from certificates and diplomas to Associate in Fine Arts (AFA), Associate in Applied Science (AAS), Associate in Science (AS) and Associate in Arts (AA) degrees.

RCTC's largest programs include liberal arts and sciences, nursing, health information technology, business, and accounting. Nineteen awards can be earned through online learning in programs such as administrative assistant, cancer registry management, healthcare informatics, liberal arts, medical transcription, and software application specialist.

Academic delivery approaches that support student learning include face-to-face, applied labs, online and hybrid, internships, on-the-job training, clinical, and cohort learning. A variety of educational partnerships are also in place to provide learning opportunities for students and stakeholders. The college's Business and Workforce Education Department provides customized training and continuing education to serve targeted industries and incumbent workers. The college also offers diverse community-based educational programs for youth and seniors.

Student Services

RCTC offers comprehensive student services, including advising, counseling, financial aid, admissions, tutoring, disability, and other services. RCTC also offers valuable services through the Goddard Library, business office, bookstore, food service vendor, student health services, campus security, The Echo student newspaper, technology support/help desk, and comprehensive Academic Support and Learning Center.

Student Life

The college offers a comprehensive student life program including:

- Student Senate established in 1921
- Over 30 student clubs
- A four-star Phi Theta Kappa honor society chapter
- Comprehensive performing and fine arts programs with theater, band, and choir opportunities
- Ten NJCAA Division III sports including men's football, basketball, golf, wrestling, and baseball; and women's soccer, volleyball, golf, basketball, and softball. Many of our teams have been conference, regional, and national champions.



Unique Programs

- Cancer Registry Management
- Clinical Neurophysiology Technology
- Cardiovascular Invasive Specialist
- Dental Hygiene
- Horticulture Technology
- Surgical Technology
- Veterinary Technology

Core Learning Outcomes

Communication

Students will read, write, speak, and listen professionally.

Critical Thinking

Students will think systematically by integrating skills and using a variety of appropriate resources and methods.

Global Awareness, Diversity

Students will demonstrate understanding of and respect for human diversity through their words and actions.

Civic Responsibility

Students will understand larger social issues, demonstrate social responsibility, and contribute to positive community change through civic engagement.

Personal and Professional Accountability

Students will take ultimate responsibility for achieving their educational and personal goals.

Aesthetic Response

Students will make and support personal judgments from an informed perspective.

Distinctions

- RCTC offers unique joint programs with the Mayo Clinic School of Health Sciences.
- RCTC is one of a very small number of community and technical colleges in the country to have had several Fulbright Scholars.
- Since 2007, six faculty members have been recognized as Educators of the Year by the Minnesota State Board of Trustees.



CAMPUS



Founded by a motion to the Rochester School Board by Dr. Charles H. Mayo (co-founder of the world-renowned Mayo Clinic), RCTC has been serving the educational and workforce needs of our region for over 100 years. Generations of students have studied at RCTC with more than 25 percent of Rochester Public School graduates attending the college.



RCTC has a robust organizational leadership and shared governance system composed of integrated groups that include college leadership, faculty shared governance and “meet and confer” groups, the Student Senate, and other key stakeholder groups.

This structure focuses on empowering employees, aligning resources, and creating a student-centered, customer-focused learning environment. Leadership is divided into five divisions – each led by a senior-level administrator reporting to college president and serving on the president’s cabinet.

The college has several collective bargaining relationships including the Minnesota State College Faculty (MSCF); American Federation of State, County, and Municipal Employees (AFSCME); Middle Management Association (MMA); and Minnesota Association of Professional Employees (MAPE).

In addition to the shared governance groups and leadership, the college maintains several all-college committees. Each committee is led by a senior cabinet member and a faculty/staff co-chair chosen by the committee.

Strategic Plan

RCTC recently completed a new five-year strategic plan. The plan includes four strategic priorities, each of which includes specific goals and initiatives that align to Minnesota State strategic priorities. The four strategic priorities are:

- Provide high-quality, affordable, learner-centered educational pathways, workforce training, support services, and resources to meet the diverse needs of students, the region, and the global community
- Collectively develop strategic approaches to systemically plan, prioritize, and implement future-focused initiatives.
- Cultivate a culture of collaboration and communication that values diversity and mutual respect.
- Enhance RCTC’s image as the region’s college and employer of choice.

College Employees

- RCTC is one of the region’s largest employers with over 500 employees including 284 full- and part-time faculty.
- The college workforce includes 211 support and professional staff and ten administrators.
- The average age is 48.1. A significant percentage of the staff will reach retirement eligibility in the next ten years.
- Of the total employees, 6.9 percent are persons of color.

College Finances

- Annual budget of \$40M with \$103M in local economic impact
- FY16 Composite Financial Index of 4.4
- Reserve at 7 percent of General Fund
- FY16 Facilities Condition Index of 0.06

RCTC Distinctive Strengths

- Stellar community/business relationships
- Outstanding faculty and strong mutual faculty/administration respect
- Engaged students participating in an active student life program
- Healthy mix of academic programs and strong collaborations with other colleges
- Beautiful 518-acre campus
- Solid financial position

RCTC Strategic Advantages

- Diverse and talent driven community in Minnesota’s third largest and fastest-growing city
- Collaborative and progressive campus that leverages resources
- Reputation for innovation and commitment to continuous improvement



COMMUNITY



The 518-acre Rochester Community and Technical College campus houses many educational partners including Winona State University-Rochester, University of Minnesota Extension, and St. Mary's University; plus shared space with the City of Rochester Parks and Recreation Department. In addition, RCTC has an array of many diverse partnerships to advance higher education, improve academic and service quality, promote community development, and foster student success. These include partnerships with the Rochester Public Schools, the Rochester Area Math Science Partnership (RAMSP), Mayo Clinic, Mayo Clinic School of Health Sciences, Rochester Area Chamber of Commerce, and other community and business organizations.



As a member of the Greater Rochester Advocates for Universities and Colleges (GRAUC), RCTC has been advocating and promoting innovative practices that leverage resources for public education to best serve students, employers, and the community. Over the years, GRAUC advocacy has helped garner more than \$100 million in funding for campus development projects.

City of Rochester

Rochester is a unique Minnesota community where citizens have voted to dedicate local tax dollars in support of capital projects for higher education campuses, resulting in \$29 million of support for RCTC since 1998. The college has an unparalleled relationship with the community, with approximately 58 percent of people between the ages of 10 and 49 visiting the campus for educational, cultural, recreational, and social activities each year.

- Rochester was recently ranked #1 out of 100 Best Places to live for 2016, according to Livability.com.
- In a recent study done for The Atlantic, sociologist and economic development expert Richard Florida listed Rochester as No. 1 in his list of 20 metros with the fastest-growing jobs, with projected job growth of 12-plus percent.
- Kiplinger's Personal Finance Magazine recently named Rochester as #6 in its "10 Best Cities for the Next Decade." Kiplinger's search focused on "prosperous, innovative" places that specialize in out-of-the-box thinking.

Destination Medical Center

RCTC recently comDestination Medical Center (DMC) is an innovative economic development initiative to secure Minnesota's status as a global medical destination now and in the future.

Today's competitive health care environment is driving a small number of select medical institutions to emerge as leaders in delivering the highest quality medical care and attracting patients and visitors from around the world. Mayo Clinic's continued success in Minnesota depends on Rochester's ability to sustain quality access, development, service, and public infrastructure necessary to remain competitive with other destination medical centers in the U.S. and abroad.

Community Connections

RCTC has been a part of the community for over 100 years. During our history, we have established, and continue to foster successful relationships with many community organizations including:

- Partnered with Winona State University to make available a unique Path to Purple academic partnership.
- Established the Collaboration Among Rochester Educators (CARE) Committee with Rochester Public Schools.
- Partnered with the Rochester Area Chamber of Commerce on numerous initiatives, including Classroom and Workforce Connections, Leadership Development, and STEAM (Science Technology Engineering, Arts and Math) Summit.
- Collaborated with Rochester Public Schools, the City of Rochester, and area businesses to create CTECH – the Career and Technical Education Center at Heintz. This facility, programmed by Rochester Public Schools, offers technical and career education for high school students on the RCTC campus.
- Established Joint Powers Agreements with City of Rochester and Olmsted County to be a disaster emergency site.
- Co-developed multiple athletic facilities on campus with the City of Rochester Parks and Recreation Department.
- Co-hosted numerous NJCAA tournaments (wrestling, women's volleyball, basketball, and softball) with the Rochester Amateur Sports Commission, increasing the economic impact to the city through new visitor dollars.



RCTC Foundation

Established in 1961, the Rochester Community and Technical College Foundation exists to support the mission of the college by providing support to students and programs at RCTC, enhancing the quality of education and the future of our students.

We offer scholarships, provide program support, connect alumni, host fundraising events, and raise funds for scholarships.

The RCTC Foundation is a 501(c)(3) charitable organization and all gifts are tax deductible. Annually, through the Foundation's strong scholarship program, nearly 200 students receive financial support from the Foundation to help cover the cost of their education. In 2016-17, a record number of applications were submitted for financial assistance – with 777 students applying for aid.

The Foundation's Beat the Odds annual fundraising event and scholarship program celebrates students who have overcome tremendous odds to become personally and academically successful. The purpose of the program is to raise awareness of the struggles of many students in our community and recognize their ability to overcome difficulties. The event also provides an opportunity to highlight the support networks and people who reach out to help. For local businesses and community leaders, it is an opportunity to help college bound students achieve their dream by supporting this fundraising event.

SEARCH DETAILS



Presidential Search Qualifications and Characteristics

The successful candidate will demonstrate most, if not all, of these qualifications:

- » Strong leadership skills necessary to provide vision and direction to the college, community, and the Minnesota State system
- » A reputation as a leader with a vision for the future of higher education/community college, and champion of the community and technical college missions
- » Progressively responsible experience in higher education administration or other extraordinary leadership experiences at a complex organization
- » Experience and leadership with shared governance, demonstrating a collegial and collaborative management style
- » Experience in a collective bargaining environment
- » An appropriate combination of education, training, and experience in program and curriculum development, fundraising, governmental relations, accreditation process, and budget and fiscal management
- » A record of actions reflecting concern for the success and well-being of students;
- » Fosters and promotes public/private partnerships between education and business and industry, community leaders, and organizations
- » Demonstrated ability to lead in an innovative environment and encourage out-of-the-box thinking
- » Success in data-based decision making
- » Ability to lead the college in an authentic, collaborative, and transparent manner with integrity and respect
- » Demonstrated experience advancing diversity and inclusion
- » Proven track record of being a visible, engaged, and accessible presence with students, alumni, community leaders, and friends
- » Experience partnering with K-12 systems and baccalaureate institutions
- » Exceptional oral and written communication skills effective with a broad range of audiences
- » An earned doctorate is preferred but not required



Confidential Inquiries and Nominations

Pauly Group, an executive search firm, is assisting Minnesota State Colleges and Universities and Rochester Community and Technical College in the search. Screenings will begin immediately and continue until an appointment is made.

Nominations should include the name, position, address and telephone number of the nominee.

Applicants should submit electronically to aprovart@paulygroup.com the following documents as MS Word or Adobe Acrobat attachments: (1) a cover letter that addresses the Presidential Search Qualifications and Characteristics; (2) a current résumé; and (3) names and contact information of five professional references.

Please direct inquiries and nominations to the College's search consultant:

Angela Provart
President, Pauly Group, Inc.
3901 Wood Duck Drive, Suite E Springfield, IL 62711
Phone: 217-241-5400
Fax: 217-241-5401
E-mail: aprovart@paulygroup.com

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The committee will begin review of applications immediately. Applications will be accepted until the position is filled, with materials submitted by Tuesday, November 28, 2017 receiving priority consideration. All applications are confidential and references will not be contacted without the expressed authorization of the applicant.

To learn more about Minnesota State Colleges and Universities, please visit MinnState.edu

To learn more about Rochester Community and Technical College, please visit rctc.edu/





MINNESOTA STATE

Extraordinary Education.
Exceptional Value.

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