



PRESIDENT VACANCY COMMITTEE

Report to the Board
March 20, 2024





PRESIDENT VACANCY COMMITTEE

Board Members: Chris Chandler, Alison Nelson Robertson,
Paul Schuytema

Support to Committee: President Ryslinge, HR Director Joy
Gutknecht, OCCA Counsel (& Interim Executive Director)
Karen Smith.

Committee Charge

To work with the College and OCCC staff to:

- 1.) Review current employment conditions related to the Presidency
- 2.) Develop “Key qualifications of next President” document (added 2/21/2022)
- 3.) Gather process options and report to the Board in March



Part 1:
Intro & Employment
Conditions
Paul Schuyttema

Current Employment Conditions

- Demands of a CC Presidency
 - Nationally
 - OCCC & Oregon
- Where are candidates for rural CC presidencies?
- Salary considerations

NATIONAL CURRENT EMPLOYMENT CONDITIONS FOR INSTITUTIONS

College presidents today are asked to do more, think and act faster, engage more, and demonstrate financial, academic, and other successes more clearly than ever before, all while under an unrelenting and highly public microscope. They must convey an enthusiastic vision for their institutions in a time of great uncertainty – when the very value proposition of higher education is being questioned.

- How does the institution find a president who can provide transforming leadership in this climate?
- As the role expands and evolves, which qualities are absolutely essential?
- How can presidential candidates show they are capable of making tough decisions to the satisfaction of key constituents on campus and in the community?

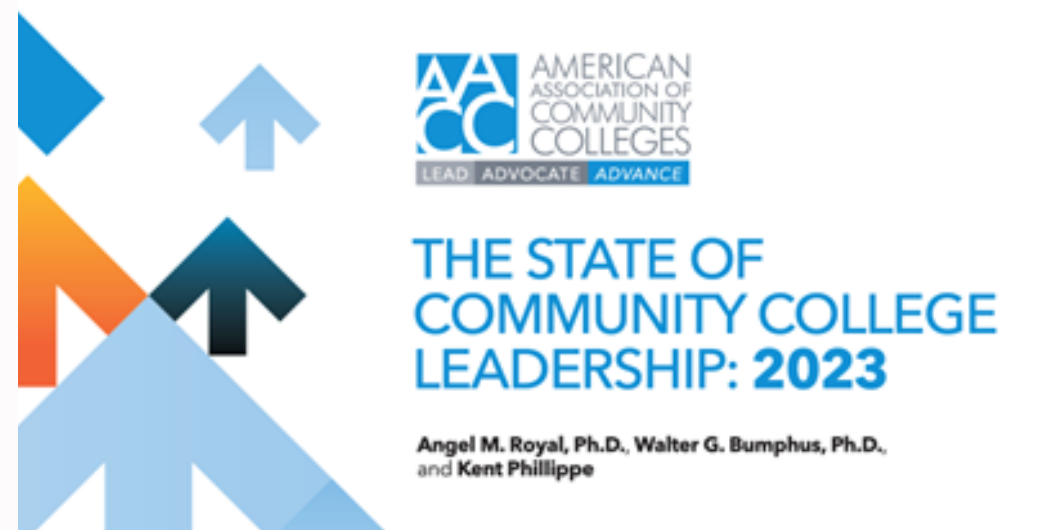
THE STATE OF COMMUNITY COLLEGE LEADERSHIP: 2023

Institution Size and Urbanicity

Smaller colleges tended to have more first-time CEOs than larger colleges. — Well over three-fourths (78.4%) of small rural colleges had first-time CEOs while slightly more than half (56.4%) of large urban colleges had first-time CEOs.

Transitions/Retirements

As we have emerged from the pandemic, CEO transitions are beginning to increase once more. More than half of the sitting college CEOs indicated they planned to transition out of their current position within 5 years; one-third of the CEOs would likely retire within that time frame. Anecdotally, as CEOs in the Baby Boomer generation (1946-1964) have retired and Generation X (1965-1980) and Millennials (1981-1996) have moved into those positions.



OCCC Current Employment Conditions

	23-24 (current)	24-25	25-26	26-27	27-28
NWCCU Accreditation	Preparation	Yr. 6 Audit: Policies, Regulations, and Financial Resources Report (PRFR)	Yr. 7 Report & Visit 4 recs Re-accreditation	Year 1 Report	
Strategic Plan 23-28 Implementation	X	X	X	X	X
Bond Measure	X	X?			
Building Program		Tentative X	Tentative X	Tentative X	Tentative X
OCATT Program Development	Grants & Development	Grants & Development	Grants & Implementation	Grants & Implementation	Grants & Implementation
Budget Alignment Process	X	X	X	X	X
Collective Bargaining	X	?	?	?	?
Board Support Needs	Bond Policy Review	Bond 3 new members Policy Review	Bond Contract Review Board	Bond Contract Review Board	Bond Policy Review

Where are they?

Candidates for Rural CC Presidencies

Can be internal to OCCCC, at other Oregon CC's, National CC's, or in leadership positions outside of education.

Committee solicited opinion of Ryslunge & Gutknecht as to potential within all of these groups. "We are aware of qualified individuals internal to OCCCC. There are likely also qualified candidates within Oregon and regional CCs, but we are not aware of any expressed interest. Hiring outside of Oregon would likely increase the learning curve time, and also encounter barriers in salary competitiveness and housing costs."



SALARY CONSIDERATIONS

National

Community College Daily, April 2021. For associate degree-granting colleges without ranks, the **average is \$241,452, with a median of \$224,371 (high was \$437,019, and low \$130,000).**

Oregon: Considering only Comparator Colleges (small & rural)

	Average Total Compensation	OCCC % of Average
Colleges less than 2000 FTE	\$223,307.75	85%
Colleges less than 1000 FTE	\$193,167.00	98%
OCCC (in 10 th year)	\$190,260.00	

Colleges included SWOCC, Klamath, Umpqua, TBCC*, Columbia Gorge*, Clatsop*, Blue Mountain*, Treasure Valley (* less than 1000):

Part 2:
President Profile and Criteria:
Chris Chandler

PROFILE OF OCCC'S NEXT PRESIDENT

Presidential Profile Development Process

- Criteria Organized into
 - Characteristics
 - Education & Experience
 - Expected Accomplishments at OCCC
- Staff compiled initial draft considering knowledge of OCCC, Strategic Plan, prior OCCC profile, and contemporary CC president vacancy profiles.
- Committee developed the final draft.
- Further input solicited prior to consideration for adoption
 - Draft shared for comments with employees
 - Foundation Board (as proxy for community input)
 - Public Comment
 - Board of Education Feedback



PROFILE OF OCCC'S NEXT PRESIDENT

Full profile can be accessed at oregoncoast.edu

 [Board Meeting Minutes and Agendas](#)



Draft Profile of the Next President of Oregon Coast Community College

As the leader of the College, the President must establish a relationship of trust with students, employees, and community members, cultivating a culture of respect, transparency, accountability, support, and confidence. A people-first leader, the successful candidate will bring strong emotional intelligence and intercultural competency, the ability to meet people where they are, experience leading in a rural community, and skill and nuance in advancing a culture of inclusive excellence. As leader of a small rural college, the next President must also be prepared for "hands on" leadership working with a lean and effective administrative team.

Characteristics of the Next President

- An enthusiastic communicator of the vision and potential of OCCC.
- Student centered, demonstrating deep commitment to understanding and responding to conditions impacting student life.
- A collaborative leader capable of making difficult decisions to the satisfaction of key constituents on campus and in the community.
- Culturally adept, able to connect across backgrounds, generations, and individual circumstances and experiences.
- Prioritizes college values and policies in support of equity, social justice, diversity, and academic excellence.
- Fiscally-savvy. Demonstrated experience managing the resources of a college and an understanding of the funding mechanisms of Oregon community colleges with the capacity to guide college resource allocation and student-centered planning.
- A leader who is highly visible and engaged on campus and in the community, who is accessible, approachable, open-minded, and trustworthy, and who listens to faculty, administrators, classified professionals, students, and community members.

Education & Experience of the Next President

Minimum Qualifications: A candidate must possess the following in order to be considered for the OCCC presidency:

- A Master's Degree
- Deep knowledge and experience in **two or more of the following**: Academic Affairs, Student Affairs, Fiscal Management and the Oregon CCSF, Information Management/ Information Technology
- Broad and increasingly responsible leadership experience in higher education or a closely related field

1

- Experience successfully leading within an environment of participatory governance and proven efficacy working with a governing board

Preferred Qualifications: The Board of Education seeks candidates with some set of the following qualifications:

- A Doctorate Degree
- Experience in rural-serving higher education institution
- Experience with Collective Bargaining environment and processes
- Success in augmenting funding supports, including development, fundraising, or obtaining large-scale grants
- Experience with bonding as a facility funding source, and associated development of facilities, including planning, remodel, construction, and space management

Board Expectations

The Board expects the next President to accomplish these things over the next 3-5 years:

- Lead and implement effective cycles of Strategic Planning.
 - Implement the 2022-2028 Strategic Plan. Lead the college in implementing long-range planning that will advance the five Strategic Priorities of the plan.
 - Lead development of subsequent Strategic Plan.
- Connect with and inspire students and staff. Demonstrate commitment to Students at the Center (Strategic Priority 1). Build consensus to advance student success through consultation, collaboration, and teamwork, understanding the role of faculty, administrators, classified professionals, and students in college decision-making.
- Provide programmatic leadership within and external to the college, as OCCC continues to grow in Careers Built Here (Strategic Priority 2) and First Choice, Best Choice (Strategic Priority 4).
- Continue and enhance OCCC's progress in regional accreditation through NWCCU. The next President will prioritize a strong outcome for OCCC's reaccreditation reviews in 2025 and 2026. They will affirm and be prepared to act to ensure personal and institutional accountability based on data, evaluation, and assessment.
- Bond Program vision, leadership & implementation. OCCC will place a ballot measure to the voters in May 2024 for a \$33 million general obligation bond. Proceeds would build the Oregon Coast Advanced Technology and Trades Center, and revitalize the existing College buildings, supporting Sharks Make Their Marks (Strategic Priority 5). When the Ballot measure passes, the President will lead community engagement for the design phase and lead the building and program development.
- Sustain and expand strong community & regional partnerships. Continue and build new partnerships with the local school district (LCSD), business, industry, nonprofit, government, and educational organizations, as well as individual donors to increase educational opportunities for our students and local communities.
- Guide college through the multi-year Budget Alignment Process. OCCC must evolve its organizational design and workforce to better align with the College's enrollment of approximately 460 FTE, and the funding generated, as envisioned by Resourced and Ready (Strategic Priority 3).

2

PRESIDENT PROFILE FEEDBACK SUMMARY WITH REPRESENTATIVE COMMENTS

- Draft Profile was made available for comment from March 8 to 18th
- Sent to all current employees (approx. 100), and Foundation Board (11) as a proxy for external community leaders.

Questions:

- 1. Overall, how would you rate this profile (1-5)
- 2. What we got right, observations and suggestions
- 3. What We Got Wrong: Observations and Suggestions
- 4. Other Observations: Please share with us any general thoughts, ideas, or concerns you may have about the College's Presidential Vacancy process.

21 Responses Received

*(Summary prepared by Director of Human Resources Gutknecht and President Ryslingle)

Question: Overall, how would you rate this profile (1-5)

Average Rating 4.01 out of 5

Rating	1 (Lowest)	2	3	4	5 (Highest)
# of responses	0	1	3	10	7



Question: What we got right, observations and suggestions (representative comments)

1. We need the person to be well-rounded in their skills and this does a good job of capturing that.

2. The Education and Experience indicated are encouraging to those that are still early in their careers and wanting to continue to grow professionally.

3. I'm glad you included staff in the second bullet point under "Board Expectations" ("Connect with and inspire students and staff").

4. I really like the last bullet point under "Characteristics of the Next President" - A leader who is highly visible and engaged on campus and in the community, who is accessible, approachable, open-minded, and trustworthy, and who listens to faculty, administrators, classified professionals, students, and community members.



Question: What We Got Wrong: Observations and Suggestions (representative comments)

(Responses were wide-ranging, many different suggestions, offered 1-2 times. No clear themes emerged)

1. Add: Expertise in Institutional Effectiveness (understanding data & research).
2. Add: Foster collaboration among departments and between faculty, staff, and administration.
3. Add: Builds relationships with local businesses, organizations, and residents.
4. Add: experience working within a small coastal rural community that values partnerships (hospitals, non-profits, businesses, etc.).
5. Add: Include performance metrics in the Profile.
6. New president should be student-centered, but also employee-centered.
7. Minimum qualifications should start with a Doctoral Degree to keep the same standards as other community colleges in the US.

Question: Other Observations: Please share with us any general thoughts, ideas, or concerns you may have about the College's Presidential Vacancy process. (representative comments)

1. Thank you for putting out the survey, it is important that we all feel heard.
2. BOE is engaging the campus community, while understanding that they are the body that the President reports to.
3. I believe that every process has supporters and naysayers, and it will be important for the BOE to weigh the needs of the College when deciding on how to move forward. Not everyone will be happy with how you move forward, but forward you must move.



Part 3:
Vacancy Process
Alison Nelson-Robertson

VACANCY PROCESS OPTIONS

Board Policy 2431 – Selection of the President

References: NWCCU Standards 2.A.3

In the case of a Presidential vacancy, the Board of Education shall act promptly to ensure continuity of leadership, which may include the appointment of an interim President. Upon learning of a vacancy (current or anticipated) the Board shall establish a process to fill the vacancy on a permanent basis. The process to select a President shall be responsive to the then current employment environment, as well as fair, transparent, and comply with relevant regulations.

03/15/2023

“How the board fills a vacancy is up to them. Best practice is to have an open, fair, and transparent process whether there is a formal search or direct appointment.”

Karen Smith, JD, Oregon Community College Association Interim Executive Director/Senior Policy Advisor & General Counsel.

APPROACHES TO FILLING A COMMUNITY COLLEGE PRESIDENTIAL VACANCY

A. National Formal Search: typical (6 to 12 months) includes the following steps:

- Someone to manage the process: consultant, retiring president, other staff
- Presidential Profile
- Advertising and recruitment of applicants
- Formation of screening/interview committees (employees, community members)
- Multi-step interview & finalist forums process
- Finalists recommended to Board
- Board Interviews
- Offer & acceptance process
- Uncertainty of outcome (no preferred candidate, salary & housing)

B. Internal Search: typical (3-6 Months)

- More manageable by internal staff
- Presidential Profile
- Open to all internal applicants who meet the minimum qualifications
- Formation of screening/interview committees (employees, community members)
- Streamlined interview & finalist forums process
- Board Interviews
- Offer & acceptance process

APPROACHES TO FILLING A COMMUNITY COLLEGE PRESIDENTIAL VACANCY

C. Direct Appointment: (2-3 months)

- Very manageable by internal staff
- Presidential Profile
- Targets qualified candidate(s) with strong fit to Preferred Qualifications
- Board Interviews
- Forums
- Offer & acceptance process

D. Hybrid model, combining elements of A, B, C



Options Considerations

Staff provided a starting salary range of \$160,000-\$180,000. This range considers current market*, college resources, and systems for administrative compensation.

	Option A: National Search	Option B: Internal Search	Option C: Direct Appointment
Cost	Consultant, advertising, travel, \$30,000+	Staff time	Staff time
Risks	<ul style="list-style-type: none"> ○ Non-competitive salary may yield weak pool (end of career or short-term for advancement) ○ Alienation/loss of qualified internal candidates ○ Housing costs shut out interested applicants ○ Learning curve re Oregon & OCCC 	<ul style="list-style-type: none"> ○ Limited applicant pool ○ Employee or Community Optics 	<ul style="list-style-type: none"> ○ Single candidate ○ Employee or Community Optics
Benefits	Casts a wide net	Clarity of succession plan Continuity	Clarity of succession plan Continuity

*Current Market Conditions

National: The average is \$241,452, with a median of \$224, 371 (range \$437,019, to \$130,000

Oregon: Community Colleges less than 200 FTE average compensation \$233,308

Some Recent History: Oregon CC Presidencies

1. Clatsop Community College: Option A, plus interims

- a. 01/2024 thru - interim #2
- b. 7/2023 thru 1/24 interim #1
- c. 2016 National search, hired President, early end contract buyout in 06/23

2. Blue Mountain: Option A twice, plus interims

- a. National Search: Current President since September 2021
- b. Interim#2
- c. Interim #1
- d. National Search: Prior President Fall 2019 to Feb 2021
- e. Interim: 2018-2019 (6 months)
- f. National Search: Prior President 2013-2018

3. Umpqua: Option A twice

- a. National Search President 2021-current
- b. National Search, Prior President 2016 to 2021

4. Tillamook CC: Options B, Option C

- a. Newly named President (modified search process)
- b. Prior President, Direct Appointment, 2017 to 2024

5. SWOCC: Option C

- a. Current President appointed 2009, still serving



LINCOLN COUNTY SCHOOL DISTRICT SUPERINTENDENT

LCSD used Direct Appointment in 2023

Process: Board Chair outlined the options before the board during its regular monthly public meeting for choosing the next superintendent, which included:

1. Accept internal applicants
2. Conduct a nationwide search which would likely require the hiring of an outside company to facilitate
3. Enter into an initial agreement with Dr. Tolan (long-term Director of Secondary Programs), process to include application materials and community forums

LCSD Board voted to choose Option 3, and subsequently appointed Dr. Tolan.





OREGON COAST
COMMUNITY COLLEGE

CLARIFICATIONS?

**Discussion deferred to
Agenda item F.a**

