



Crowder College is seeking a servant leader to be the next President: an individual who will provide a clear vision and energetic leadership for many years to come. The President of Crowder College will be strategic, a visionary, and an engaged leader with excellent personal communication and listening skills, and he or she will be highly committed to addressing the challenges and opportunities facing the College.

Crowder College seeks a leader who is dedicated to providing a student-centered learning environment where all students have the potential to become successful lifelong learners and productive members of the community. In a climate of intellectual freedom, Crowder College seeks a President who strives to develop each individual's ability to master the content of learning, interact constructively with people from diverse backgrounds, consider differing viewpoints, exhibit ethical behaviors, and serve his or her communities.

Crowder College has a caring and supportive culture in which employees and students are collegially connected, foster open communication, and feel as though they are appreciated and that they "belong." Furthermore, Crowder College seeks a President who will embody a leadership style reflected in "The Leadership Challenge" (Kouzes & Posner, 2007). In that vein, Crowder College will recruit a President who "Models the Way, Inspires a Shared Vision, Challenges the Process, Enables Others to Act, and Encourages the Heart."

### **Servant Leadership**

Crowder College was founded on the principles of Servant Leadership, guiding principles that have served the College since its beginnings. As it relates to its students, the faculty, and staff, as well as the community, Crowder College is dedicated to building a civil, serving, literate, learning community of responsible citizens.

The Crowder College community embodies Servant Leadership. The faculty and staff believe modeling leadership through service creates an environment of academic excellence and encourages our students to lead by serving in their communities. To that extent, applicants for the position of President must exemplify a career record of Servant Leadership. The next President will be a principled model of the College's mission statement.

### **Overview**

Crowder College is a comprehensive community college situated in the beautiful Ozark region of Southwest Missouri. The College was founded in 1963 by a vote of district citizens in five contiguous school districts in McDonald and Newton Counties, which compose the formal College district. Crowder College is also assigned a nine-county service region ([nine county service area](#)) that extends north up the Oklahoma and Kansas state lines to Vernon County and east along the Arkansas state line to Barry County. Crowder College is well respected in the community, state, and nation. Crowder has been named numerous times as one of the "Great Colleges to Work For" by the *Chronicle of Higher Education*, most recently in 2017.



Crowder College is also affiliated with the Missouri Department of Higher Education and seeks approvals through the Coordinating Board of Higher Education. Information may be accessed on the [Missouri Department of Higher Education](#).

Enrollment for Fall 2020 was 4,197 in credit programs. The College had 1,126 degrees and certificates awarded in 2019-20. Crowder College also serves several thousand through customized training programs for business and industry, and it provides Adult Education and Family Literacy services for a large portion of the Southwest Missouri area. The majority of students come from the in-district and service areas, and the percentage of out-of-state and diverse student population enrollment continues to increase.

### **Crowder College History**

The beginnings of the College date back to 1941 when, as part of the general buildup leading into World War II, Camp Crowder was built. Camp Crowder sprawled over 65,000 acres and had thousands of buildings. Crowder College is named both for the Camp and for General Enoch Crowder, a prominent Missourian and soldier. Insightful leaders of the two-county area envisioned the potential for creating a junior college from the remains of the camp; and through their work, Crowder College became a reality.

In the fall of 1964, Crowder College began operation in left-over buildings from Camp Crowder, with 361 students and high expectations. In the ensuing years, Crowder College has added buildings and programs; and the College now enrolls over 4,000 college credit students and serves several thousand others annually in industrial training, adult literacy programs, and continuing education.

### **Instructional Centers**

In addition to the main campus in Neosho, Crowder College operates instructional centers in Nevada, Cassville, Webb City, McDonald County, and the Advanced Training & Technology Center in Joplin.

### **Financial Position**

Crowder College has maintained a strong fiscal position through careful budgeting and conservative spending. The original local tax levy for Crowder was 40¢ and remains close to that today. There has not been a debt service levy for many years, but Crowder College has been able to expand in both enrollment and facilities through generous private giving and conservative fiscal management. The current operating budget of Crowder College is almost \$40 million. The Crowder College Foundation has assets of 11 million, of which 7.4 is endowed. Follow this [link to our Foundation](#) for information. In addition to these revenue sources, Crowder College receives grant funds through Title III, CAMP, HEP, and TRIO (EOC, Talent Search, Upward Bound, and Student Support Services).

### **Instructional Information**



## CROWDER COLLEGE

Crowder offers Associate of Arts, Associate of Science, and Associate of Applied Science degrees, certificates in over 80 programs, and short-term industry recognized credentials. Training at the Joplin ATTC is geared to get students into the workforce after completing one or two semester programs in Advanced Manufacturing, Computer IT, Drafting, and Welding. The College also offers community and adult education programs. Crowder College has articulation agreements with numerous regional four-year institutions. Additionally, regarding technical and workforce development courses, Crowder College implements the Business and Industry Leadership Team (BILT) model. The Maddox Hill Center (MHC) at Crowder College serves children with autism, developmental disabilities, and behavior challenges in Neosho School District as well as other school districts in the region. Crowder College has several apprenticeship programs and continues to work with local employers to create a partnership in recruiting and training new employees with the skills needed to fill the positions.

### **Facilities**

The main campus in Neosho has a quad that is surrounded by academic and administrative buildings, a gymnasium, and a community center. Davidson Hall houses the science and health technology programs, and the core of which is a FEMA shelter. The Missouri Alternative & Renewable Energy Technology (MARET) Center provides educational opportunities in solar and geo-thermal energy. The Neosho YMCA is also housed on campus land. Crowder College has two residential facilities consisting of traditional and apartment style with a total capacity of approximately 290 students. In total, the campus covers over 600 acres, including the instructional College farm and a truck driver training range.

### **Faculty and Staff**

As of August 2021, Crowder had 266 full-time employees and 337 part-time employees, including 234 adjunct (post-secondary and dual-credit) and an ever-changing number of work-study and other student workers. Of the full-time staff, 103 were faculty, 77 were professional staff, 59 were classified (hourly) staff, and 27 were administrators/directors.

The College has no organized bargaining units; although, each of the employee categories (faculty, professional, and classified) has an association to represent their interests.

### **Accreditation**

Crowder College is accredited by the [Higher Learning Commission](#) of the North Central Association, which means that all coursework meets quality standards and is transferable to other colleges and universities. Crowder was the first college in the state using the Academic Quality Improvement Project (AQIP) for accreditation. This program utilizes a model similar to the Baldrige Quality Improvement model to plan, organize, and monitor improvement strategies based upon quantifiable measures of performance and a culture of evidence. Crowder College has an assessment team preparing for the next reaccreditation process in 2023.



### **Student Life**

Being involved in extra-/co-curricular activities is an integral part of the Crowder College learning experience, providing students the opportunity to meet people with similar interests, develop leadership skills, explore new passions/interests, serve the community, and leave a lasting legacy on campus. Crowder College has an active student life program consisting of sixteen clubs and organizations.

### **Athletics**

Crowder College offers men's baseball and soccer, women's basketball and softball, and co-ed eSports; and the College participates in Division I National Junior College Athletic Association. Our student-athletes are recognized nationally for their performance in the classroom and in competition. Crowder College is committed to maintaining an environment that is free of discrimination on the basis of sex within its educational programs and activities.

### **Shared Governance**

The Board of Trustees of Crowder College is committed to fostering collaboration, communication, and access to information among its faculty, staff, students, and stakeholders. The organizational structure of the College is one based on the principles of shared governance. Use the following links for more information on the [Board of Trustees](#) and our [Guiding Principles](#).

The Board of Trustees and administration believe the implementation of policy and management of day-to-day operations are responsibilities of the administrative team under the direction of the College President. The administration also believes that operational responsibility, budget development and control, and authority to manage assigned responsibilities should be delegated to the appropriate level, and the administration strives to make the decision-making process one of broad discussion and participation.

### **Diversity, Equity, and Inclusion**

The next President of Crowder College will embrace diversity, equity, and inclusion. To accomplish our mission of building a civil, serving, literate, learning community of responsible citizens, Crowder College is committed to fostering an environment of respect, equity, and inclusion. Crowder College will provide civic engagement opportunities; thus, forging a diverse society and globally connected world.

To reach this vision, Crowder College will:

- Encourage curricular, co-curricular, and professional development activities that prepare stakeholders for informed citizenship and workplace success.
- Demonstrate inclusive and equitable treatment of diverse populations.
- Respect all students, faculty, and staff from a range of diverse backgrounds, ideas, and perspectives.
- Model inclusive and equitable treatment of diverse populations in the community.
- Support and empower faculty, staff, and the community to share ideas, opinions, and ways of thinking.



Crowder College seeks a candidate who has experience developing and leading innovative learning and workforce development initiatives that ensure the College continues to increase in relevancy to address the needs of the communities we serve.

### **Challenges and Opportunities**

- Grow enrollment of both traditional and non-traditional students. Provide resources to address obstacles to enrollment and increase access.
- Find ways to bring adjunct salaries, staff salaries, and full-time faculty salaries into parity with peer institutions, which will result in increased recruitment and retention capabilities.
- Close equity gaps as institutional diversity increases, and increase sensitivity to diversity, equity, and inclusion challenges as Crowder College strives to be a Servant Leader Institution to all students.
- Foster new relationships with stakeholders and the regional community, while nurturing existing relationships, in order to increase Crowder College's visibility throughout the region.
- Grow partnerships with regional businesses and industries, and provide innovative workforce and economic development opportunities with the hope of creating more opportunities for residents in the region.
- Increase Crowder College's footprint and impact on the existing service area with special attention to support the five instructional centers.
- Understand and anticipate new trends in higher education, such as micro-credentials, open educational resources, and flex-time schedules for students and faculty.

### **Ideal Characteristics**

- A life demonstrating Servant Leadership.
- A visionary leader who supports a culture of trust, shared governance, open dialogue, and collaboration that results in the empowerment of all stakeholders.
- A visible and caring leader with exceptional communication skills that values and respects the characteristics, abilities, and contributions of individuals.
- An individual deeply committed to diversity, equity, and inclusion.
- A leader who acknowledges the traditions of Crowder College and builds upon its outstanding reputation.
- A proven track record as a student-oriented advocate who will be dedicated to the vision, mission, and core values of Crowder College.
- A leader who strives to achieve the highest standards of performance in teaching, learning, and offering services to students, faculty, staff, and the community.
- An individual who has demonstrated success with increasing enrollment of the nontraditional student.
- A strategic thinker who has a demonstrated proficiency in the development and implementation of a college-wide master plan.



- A data-driven decision-maker who is innovative, creative, and understands how potential changes may impact students, faculty, staff, and the community.
- An entrepreneurial leader who has demonstrated success in building relationships that result in long standing partnerships.
- An educational leader with a successful history of interactions with K-12 and institutions of higher education.
- An educational leader with demonstrated proficiency in regional accreditation.
- A fiscal steward who has significant experience, understanding, and working knowledge of budgets and financial operations within a community college.
- An individual with a proven track record in generating alternate sources of revenue, fundraising, including grant procurement and investments from the community.
- A successful history of engagement with a college foundation.
- An individual who embraces technology and supports continued investment in the technology infrastructure.
- An individual who anticipates the dynamics and demands of an ever-changing workforce.
- A leader with demonstrated successful experience in working with external constituents, such as elected officials, the legislature, business and industry leaders, and professional associations.
- An individual with experience working with a governing board to achieve the goals of the College.

### **Qualifications**

- Earned doctorate from a regionally accredited institution.
- Minimum of 3 years of progressive, successful experience as a senior level administrator in higher education.
- Classroom teaching experience in higher education is highly desirable.

### **How to Apply:**

This is a confidential search process. To ensure full consideration, application materials should be received no later than **October 20, 2021**. The position will remain open until filled.

To apply go to <http://www.acctsearches.org> and upload your documents.

Candidates will need to have the following information or materials available to complete the application:

1. A letter of application (not to exceed 5 pages) that succinctly addresses the Challenges and Opportunities identified in the Position Profile and demonstrates how the candidate's experience and professional qualifications prepare him or her to serve as the President of Crowder College.
2. A current resume including an email address and cellular telephone number.



## CROWDER COLLEGE

3. A list of eight references: example, two to three supervisors, two to three direct reports, and two to three faculty and/or staff members from current and former institutions.

For additional information, nominations, or confidential inquiries please contact:

- Bill Holda, Ed.D., ACCT Search Consultant, [wmsolda@gmail.com](mailto:wmsolda@gmail.com), (903) 987-3332 (mobile)
- Julie Golder, J.D., Vice President of Search Services, ACCT, [jgolder@acct.org](mailto:jgolder@acct.org), (202) 775-4466 (office)

### **Important Links:**

[Dashboard](#)

[Behavior Support Center](#)

[Servant Leadership: Service Seed Project](#)

[Chamber of Commerce- Neosho](#)

[Chamber of Commerce – Joplin](#)

[Chamber of Commerce – Bentonville](#)

[TRIO](#)

[Services](#)