

**RH PERRY & ASSOCIATES**  
SEARCH COUNSEL TO HIGHER EDUCATION



# Mercer County Community College

EXECUTIVE SEARCH PROFILE

**PRESIDENT**



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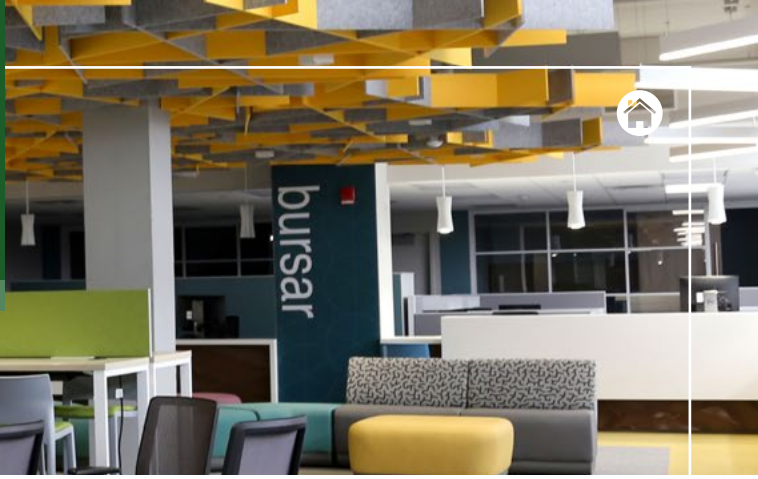


# The Opportunity

Mercer County Community College Board of Trustees seeks confidential nominations and expressions of interest for the College's next President. The successful candidate will provide dynamic, collaborative leadership for the College as it continues to provide quality programs and services. The successful candidate will have a track record of strong leadership and fiscal responsibility, and will build on the College's solid financial position, collaborating with a supportive Foundation, State and Local representatives to provide the resources for the College to continue to be an economic driver for the region and to advance educational opportunity for all students.

The College is a student-centered institution that strives to embody and fulfill its mission in meaningful and substantive ways. Looking ahead, the Board seeks a visionary, entrepreneurial leader who is inclusive and passionate about the evolving role of community colleges post-pandemic in meeting the changing needs of the students and the evolving needs of the institution. The successful candidate will be politically astute, and possess exceptional advocacy, communication and team building skills to lead the College successfully into the future.

The Board of Trustees is seeking a talented and experienced leader who has a deep understanding of the national and local issues facing community colleges and the future of higher education in a post-pandemic world. The successful candidate will work with a dynamic faculty and staff in a solid shared governance environment and successfully manage change. This new President will have a record of supporting and advancing student success initiatives that are guided by diversity, equity, and inclusion principles. This is an opportunity for a leader who has demonstrated the ability to design and create a culture of caring, inclusion and transparency, and who has woven these values inextricably and intentionally into the fabric of day-to-day operations, undergirding decisions on every level. The new leader will be future focused, inspire pride, and advance student success in all facets of the College including strategic planning, operational decision-making, teaching and learning and student services.





# Institutional Overview

**Mercer County Community College (MCCC)**, established in 1966, is a publicly supported comprehensive educational institution that provides opportunities for higher education through an open-door admission policy. The College consists of three stimulating learning environments – the West Windsor Campus (WWC), the James Kerney Campus (JKC), and MercerOnline. The larger of the two campuses, West Windsor, is a 292-acre suburban campus located six miles north of the city of Trenton where the JKC campus is located.

## Mission

Mercer County Community College is a comprehensive, publicly supported two-year institution focused on learning and student success. The college welcomes students of all ages from a wide variety of backgrounds, abilities, interests, levels of education, and economic circumstances to a challenging and supportive environment dedicated to meeting the educational needs of 21st century global citizens and lifelong learners. Mercer responds to a broad array of community needs, offering programs and services for employers, continuing education and training for the workforce, enrichment for youth, and cultural opportunities for people in the region.

The following goals guide the college's quest to fulfill its mission:

- 1 We ENSURE Student Success**
- 2 We EXPAND Innovative Partnerships**
- 3 We INVEST in Organizational and Professional Effectiveness**

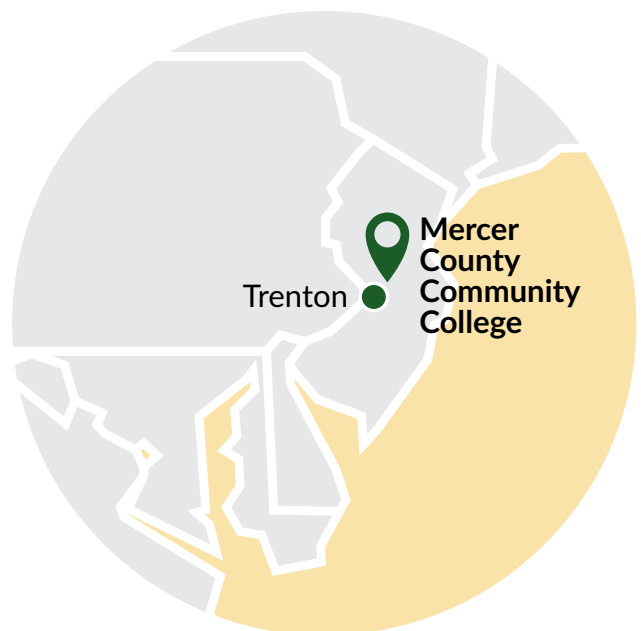


# Region



Mercer County is located near the geographic center of the state of New Jersey and is sometimes referred to as the “Capital County” since the State capital, Trenton, is located in the county. The area boasts numerous geographic advantages including proximity to the renowned NJ beaches to the east, mountains for recreational opportunities to the west, and is about equidistant to New York City and Philadelphia for the added cultural advantages of the major metropolitan cities. As of the 2020 United States Census, Mercer County’s population was 387,340, making it the state’s 12th-most populous county in the United States. The region is serviced by Trenton-Mercer airport.

Mercer County is home to Princeton University, Rider University, Rutgers, College of New Jersey, and other prestigious higher education institutions. It is also home to the city of Trenton, with a large, diverse population and distinctive neighborhoods.





# Campuses



MCCC'S West Windsor Campus is picturesque with handsome buildings and a collegiate feel on 292 acres in the suburban community of West Windsor, NJ. In 1966, Mercer County Community College as it exists today became a reality, made possible in part by the community college bill passed by the state legislature in 1962. On July 1, 1967, Trenton Junior College and MCCC formally merged. The State Board of Education approved a 292-acre site in Assunpink Park for the West Windsor Campus, and dedication ceremonies took place in 1972. Today, the West Windsor Campus features academic facilities for its diverse range of programs, including an interactive television studio, a student center, library, MCCC's Kelsey Theatre, art gallery, fitness center, and extensive athletic facilities.

Aviation flight training takes place at MCCC's Fixed Base Operation at Trenton Mercer Airport where the College maintains a fleet of 10 aircraft for instructional purposes. Fire Science courses are held at the John T. Dempster Sr. Fire Service Training Center near the West Windsor Campus.

The College's James Kerney Campus is located in an underserved and economically challenged area of downtown Trenton, NJ. From its roots as the Evening Drawing School in 1890, the James Kerney Campus (JKC) stands today as a testimony to educational leaders whose vision and persistence have created a dynamic educational institution. The JKC serves the changing needs of students seeking educational fulfillment and personal and career growth.

In 1998, the James Kerney Center became the James Kerney Campus of Mercer County Community College. The new facility, at North Broad and West Hanover Streets, measures 19,000 square feet and houses the JKC Career Training Institute, four computer labs with Internet access, nine classrooms, a business practice firm in which students apply learned office skills, a conference room, and office space for the New Jersey Department of Labor Employment Services. A 2,000-square-foot multipurpose activity area is available for student and community use. The Learning Center bustles with activity six days a week, with students from ages seven to 80 making good use of the center's computers. MCCC operates a free shuttle between campuses for students and employees.

Take A Virtual Tour



# Community Resources



Mercer County Community College serves as a cultural, educational, and gathering hub for the community through a range of cultural events, lectures, performances, and summer programs for youth, students, staff, faculty, and the community.

The College houses the spacious Kelsey Theatre with robust programming for adults and children and Art Galleries on each campus with exhibits that are open to the public. A 38,000 square foot, media-rich high-tech Conference Center is located on the West Windsor Campus and available for rentals. The West Windsor Campus also houses the Mercer County Holocaust/Genocide and Human Rights Education Center to promote holocaust education and human rights awareness. MCCC's athletic facilities are extensive and include a Fitness Center that is open to the public on a membership basis.

MCCC's programs for the community include innovative summer programs for youth. The College operates WWFM, a classical, listener supported radio station serving the region and a cable TV network to broadcast College news as well as student and community programming. With support from State, County, and philanthropic partners, MCCC's symphonic band, dance ensemble and chorus bring high caliber performances to the community.

MCCC's Kelsey Review is an annual journal featuring county authors and artists while Aspirations is an annual literary and arts publication, which showcases the works of local high school students.



# Accreditation



Mercer County Community College is accredited by the Middle States Commission on Higher Education and its accreditation was reaffirmed in 2016. The State of New Jersey Secretary of Higher Education has authorized the College to award the associate degree. Many of the College's academic programs are also accredited by national professional associations and their boards of certification. Program accreditations include:

- Aviation Flight Technology by the Aviation Accreditation Board International
- Funeral Service by the American Board of Funeral Service Education (ABFSE)
- Medical Laboratory Technology by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)
- MCCC Nursing programs are accredited by the New Jersey Board of Nursing and Accreditation Commission for Education in Nursing (ACEN)
- Occupational Therapy Assistant at Rutgers is accredited by the Accreditation Council for Occupational Therapy Education (ACOTE) of the American Occupational Therapy Association (AOTA)
- Paralegal by the American Bar Association.
- Physical Therapist Assistant by the Commission on Accreditation in Physical Therapy Education (CAPTE)
- Radiography by the Joint Review Committee on Education in Radiologic Technology (JRCERT) and the New Jersey Radiologic Technology Board of Examiners.







# Academics



The College offers four degree pathways: the Associate in Arts (A.A.), Associate in Science (A.S.), and Associate in Fine Arts (A.F.A.) prepare students for successful transfer to four-year institutions; and the Associate in Applied Science (A.A.S.) provides the knowledge and skills students need for entry into the workforce or possible transfer. The three academic divisions at the College – Liberal Arts; Business and Technology; and Math, Science, and Health Professions – offers 70 associate degree and 34 certificate programs.

The College's program mix includes many that are unique in their region including Aviation, Funeral Services, Ornamental Horticulture, Fashion Design, and Culinary Arts.

Mercer County Community College has a rigorous honors program, robust dual enrollment options for area high school students, an award-winning student newspaper, "The College Voice." The College hosts a University Center at the West Windsor Campus where students can pursue a Bachelor's degree from Rutgers, Fairleigh Dickenson and other top 4-year colleges and universities in the region. MCCC's unique 3+ program offers students the opportunity to pay MCCC tuition rates for their first year in upper division classes making bachelor's degrees more affordable.

Mercer County Community College offers Adult Basic Education and High School Equivalency (ABE/HSE) classes in English and Spanish to adults who have not completed high school as well as English as a second language courses.

A wide variety of noncredit courses and workforce development opportunities are offered through the Lifelong Learning division. MCCC's programs of cooperative, mutually beneficial innovative partnerships with regional industries and businesses are custom designed to provide practical job experience for Mercer Students through paid internships.

## Top 10 Degree Programs by Enrollment:

- |   |                                      |
|---|--------------------------------------|
| <b>1. Nursing</b>   | <b>6. Education</b>                  |
| <b>2. Business Administration /Bus. Studies</b>           | <b>7. Computer Science</b>           |
| <b>3. Liberal Arts</b>                                    | <b>8. Aviation Flight Technology</b> |
| <b>4. Criminal Justice (Law Enfor. &amp; Corrections)</b> | <b>9. Physical Therapy Assistant</b> |
| <b>5. Biology</b>   | <b>10. Radiography</b>               |



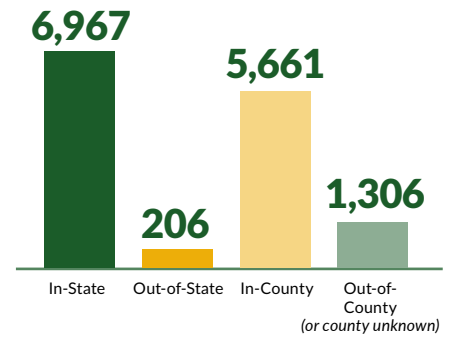
# Student Population



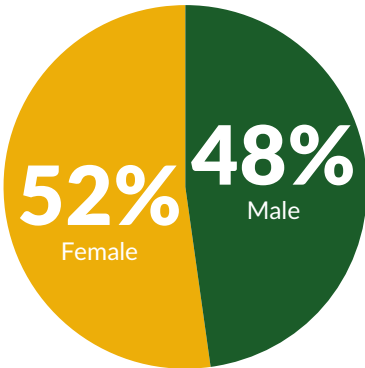
Mercer County Community College enjoys a diverse student body that brings a variety of background and experiences to campus.

Average Student Age: **22y** Full-time **29y** Part-time

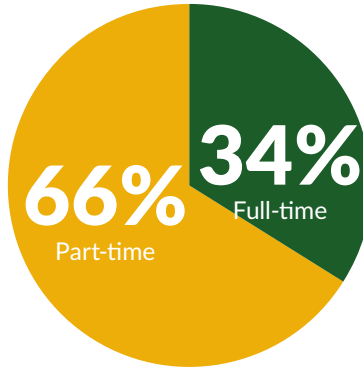
## Residence Status



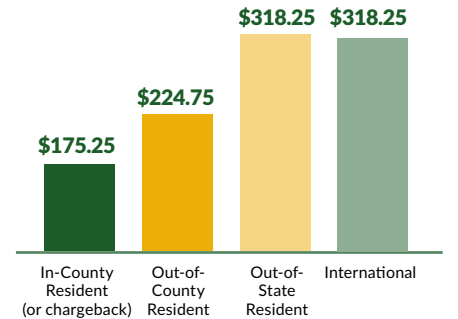
## Gender



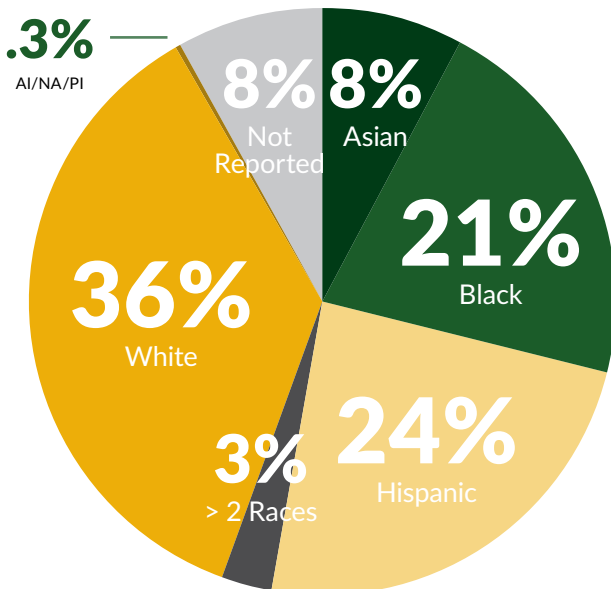
## Attendance



## Tuition & Student Fees per Credit



## Race/Ethnicity



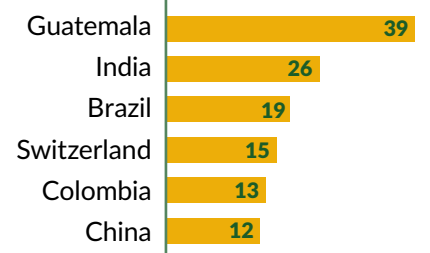
**40**  
Countries of Citizenship (non-U.S.)



**307**  
Students (other than U.S. citizens & Green Card holders)

## Top 6 Countries

Representing non-resident students.



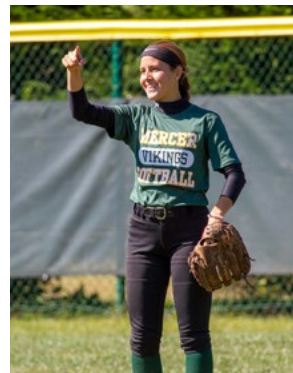


# Athletics



Mercer County Community College is rightfully proud of their long history of intercollegiate athletics excellence which includes 14 national championship teams (with titles in men's basketball and soccer and women's tennis), and almost 250 student athletes achieving All-American honors (including more than 50 two-time winners). As significantly, over the past decade 55 Mercer Vikings student athletes have been recognized as Academic All-Americans.

Mercer currently offers intercollegiate competition in men's and women's basketball, soccer and tennis; men's baseball and lacrosse; and women's softball and cross country.





# Governance & Leadership



Mercer County Community College operates within New Jersey's higher education system of county community colleges and four-year public and independent colleges and universities. The College is an autonomous institution with its own Board of Trustees. The College has a well-defined leadership structure that includes the Board of Trustees, President and Executive Team, College Assembly, College Governance Council, Faculty Council on Teaching and Learning, advisory councils, and Student Government Association.

The Board of Trustees of the College consists of thirteen members, eleven of whom are voting members. Eight trustees are appointed by Mercer County elected officials, two trustees are appointed by the Governor of New Jersey and one seat is held by the Mercer County Superintendent of Schools. Two trustees serve as non-voting ex-officio members: one is an elected representative of the alumni, the other is the President of the College, who is Secretary to the Board.

The College's governance system establishes a formal set of related groups and procedures through which members from throughout the faculty and staff collaborate to review and make recommendations concerning matters of importance to the College's educational programs and services. The College Assembly (CA) consists of all full-time faculty and staff members and is the pre-eminent recommending body on those matters on which it acts. The College Governance Council (CGC), the Faculty Council on Teaching and Learning (FCTL) and their Task Forces and Standing Committees allow efficient and thorough consideration of governance issues by elected representatives of the full-time faculty and staff and include student and adjunct faculty representatives as appropriate.

MCCC employees are represented by five bargaining units: MCCC Faculty Association; Adjunct Faculty Union (AFT Local 2222); Professional Staff Federation (AFT Local 4537); Custodial, Maintenance, Food Service, and Security Employees (AFSCME Local 2473) although custodial and food service is outsourced; Federation of Administrative Professionals (AFT Local 2319).



# Foundation

The MCCC Foundation is an independent 501C3 Corporation supporting the mission of Mercer County Community College and the community it serves. The MCCC Foundation Board, with 21 members, is dedicated to supporting the College. The Board acts to encourage, solicit, receive, hold, invest and award private and public gifts, bequests and donations serving Foundation goals. The Foundation holdings as of 2020 were \$12,667,798 million with \$699,537 awarded in grants to the College to support programs and scholarships in that year.



**\$699,537**

Awarded in Grants to the College



# Challenges & Opportunities

- Mercer County Community College, like community colleges across the country, has experienced a decline in enrollment over the past decade. This decline was further exacerbated by the COVID-19 pandemic. The next President is expected to lead the development of strategies and initiatives to reverse the enrollment decline, while simultaneously maintaining and ensuring the financial health and stability of the College and taking advantage of current New Jersey's free college program and diversifying funding sources.
- The next President must be passionate about student success and understand the resilience and determination that students demonstrate in pursuing a college degree or certificate. To best support students, the next President will ensure that students at both campuses receive the "wrap-around" supports and services they need to persist to degree and certificate completion, transfer, or entry into or advancement in the workforce.
- The communities and neighborhoods near the West Windsor Campus and the Trenton campus vary with respect to demographic characteristics such as age, gender, race, ethnicity, educational attainment, and income levels. The next President is expected to maintain a highly visible and engaging presence in the different communities to acquire a thorough understanding of how Mercer County Community College can best serve them.
- The College has an outstanding reputation in the area and tremendous support from leaders in education, government, business and industry, and non-profit organizations. The next President will build on the College's existing support and the strong reputation of Mercer within the region to expand strategic partnerships and coalitions that will assist the College in strengthening its programs and services to position the College as an important economic driver for the region.
- Changing labor market trends require a continuing focus on curricula and programs including new credential opportunities alongside the more traditional transfer programs. The next President is expected to strengthen the College's position as an economic driver in the region through the expansion of workforce initiatives, brokering mutually beneficial partnerships and coalitions with public and private sector interests. Such connections will prove beneficial as the College seeks to keep its programs in alignment with changing workforce demands.
- Mercer Community College, like community colleges across the country, is dealing with the budget ramifications of lost enrollment. The next President will be expected to be a strong advocate for the College and to work with county and state representatives and the Foundation Board to attend to overdue infrastructure needs, expand programs, and support students through academic scholarships.
- The next President will ensure that the College maintains and continues to demonstrate its commitment to diversity, equity, and inclusion in every area of the College. The next President will be expected to work with departments to enhance programs, services, and the recruitment and retention of diverse talent that reflects the student population. In addition, the next President will lead efforts to enhance a sense of belonging among students in ways such as culturally responsive instructional and service delivery practices.
- Mercer's faculty and staff are dedicated to meeting the needs of students and the communities the College serves. The next President will want to establish an open and collaborative culture for the campus, drawing on the expertise of faculty, staff, and administrators in determining the best path forward to meet the operational and programmatic needs of the College to best serve the diverse students and the local region.



# Challenges & Opportunities



- Most employees at Mercer belong to a collective bargaining unit and the College operates within a shared governance system. The President will welcome the opportunity to work collaboratively within a unionized campus and a shared governance system that provides the framework to benefit from listening to the voices of employees across the College.
- The next President will have the opportunity to work with the Board and College community to assess the goals and results of the current Strategic Plan with an eye toward updating the plan in light of lessons learned during the College's response to the pandemic. The next President will guide the College as it seeks to strengthen its programs and services to position the College for the future and will help the College determine the proper balance between liberal arts and career and technical programs.
- Mercer Community College has had significant staff turnover in recent years. Working collaboratively with faculty and staff, the next President will want to review and analyze the organizational structure, staffing levels, and operational infrastructure and procedures, to determine the optimal system to meet the needs of students, faculty, and staff.
- The College is well-positioned to grow educational partnerships through dual enrollment with local school districts, and to enhance and grow transfer opportunities including those that allow Mercer CCC students to complete the 3 plus one transfer programs in the University Center on the West Windsor Campus.



# The Position

The next President of Mercer County Community College will have an entrepreneurial mindset, business acumen, be mindful of the history and commitment of the faculty and staff, and will be an ethical, thoughtful, engaged leader who is passionate about the mission of the College. The next President will be a visionary leader and advocate who is aware of trends and needs locally and nationally, to prepare the College for the changing landscape of the future. The President will mentor and lead a relatively new senior team and work in partnership with faculty and staff to ensure that enrollment planning and investment of resources is guided by data to best serve the needs of students and the community.







# Qualifications






- An earned master's degree from a regionally accredited institution; a doctorate or terminal degree is preferred
- Demonstrated success at leading and managing change within a complex institution that values shared governance within a collective bargaining environment
- Experience teaching in higher education, preferably at a community college is desired
- Demonstrated passion for community colleges and its students, sees this work as a calling, and has a strong commitment to the mission of a comprehensive community college
- Financial acumen to address budget realities in the changing higher education landscape
- Evidence of performing as a visionary and transformative ethical leader with excellent communication and interpersonal skills; high emotional intelligence; a bridge-builder who is an active listener with a sense of humor, and who is humble, visible, approachable, engaging, inspiring, and empathetic
- Demonstrated history of supporting initiatives that promote diversity, equity, and inclusion for students, faculty, staff, and constituents; sensitivity to diverse learning styles and needs of students and a passion for leveling the playing field so that all students can experience success.
- Demonstrated ability to build, mentor, and maintain a capable, innovative, and talented senior leadership team and to support professional development for employees.
- Demonstrated in-depth knowledge of workforce and economic development and an understanding of the integral role of community colleges as economic drivers for the region to meet the workforce needs of area employers
- Politically astute with the ability to advocate successfully on behalf of the College with public, private, and governmental entities and leaders; demonstrates the skills and expertise to raise funds from individuals as well as public and private sources
- Experience with regional and programmatic accreditation preferred





# Key Indicators

	Investment in Plant, less depreciation	\$75M	
	Cost of Operating Physical Plant	\$8M	
	Endowment/Foundation	\$12.7M (2020)	
	<b>Total Operating Budget:</b>	\$57M	
	<b>Revenue Mix:</b>	Tuition/Fees: 49% • Local: 32 % State: 12% • Other: 7%	
	<b>Federal Grants:</b>	10 (\$19M)	
	<b>All Grants:</b>	50 (\$35M)	
	<b>Current Tuition:</b>		
	State resident from sponsorship (Mercer County Resident) area:	PT: \$ 195.55/credit hour FT Semester (12 credit hours): \$ 2,933.25	
	State resident not from sponsorship area	PT: \$ 248.10/credit hour FT Semester: \$3,721.50	
	Non-[State] resident	PT: \$345.50 /credit hour FT Semester: \$ 5182.50	
		<b>Student Enrollment (Fall 2020):</b>	6,342 (3,622 FTE)
		<b>% In Developmental Programs:</b>	24% of our first-time, full-time students
<b>% in Career &amp; Technical Programs:</b>		45%	
<b>Non-credit enrollment (dup)</b>		12,470	
<b>Credit Student Diversity Statistics:</b>		Asian: 9% • Black: 20 % • Hispanic: 23% • White: 38% Native American: 0% • Non-Resident/Alien: 0% Pacific Islander: 0% • Two or more: 3% • Not reported: 7%	
<b>Residency:</b>			
Mercer County		75%	
In-State/Out-of-County		18%	
Out of State		3%	
International		4%	
<b>First Year Retention Rate:</b>	52% first-time, full-time • 43% first-time, part-time		
<b>Number Completions in 2019-2020:</b>			
Associate Degrees:	808		
Certificates (<1 year):	45		
% transfer to 4-year:	52%		





# Key Indicators

<b>Full-time Faculty</b>	103
<b>Tenured:</b>	94
<b>Tenure-track Faculty:</b>	9
<b>Part-time Faculty (active FA2021):</b>	337
<b>Faculty (full-time only) Diversity:</b>	15%
<b>Average Faculty Salary:</b>	\$83,433.50
<b>Starting Salary:</b>	\$69,547.20
<b>Student/Faculty Ratio</b>	16:1
<b>FT Staff:</b>	345
<b>Administration (non-affiliated):</b>	28
<b>Unions</b>	Faculty Association – 103 members
<b>Faculty:</b>	Adjunct Faculty (AFT Local 2222) – Fall 2021 – 337 active members
<b>Staff:</b>	Professional Staff (AFT Local 4537) – 130 members
<b>Administrative Professionals:</b>	Administrative Professionals (AFT Local 2319) – 47 members plus 2 non-affiliated support staff
<b>Maintenance and Security:</b>	Maintenance and Security (AFSCME Local 2473) – 35 members
<b>What is Outsourced:</b>	Food Services and Cleaning Services
<b>Library Volumes:</b>	50,676
<b>Electronic Volumes (e-books):</b>	210,505
<b>Intercollegiate Sports</b>	
<b>Men's Programs:</b>	Baseball, Basketball, Lacrosse, Soccer, Tennis
<b>Women's Programs:</b>	Basketball, Soccer, Softball, Tennis, Track- Cross Country
<b>Board of Trustees</b>	13 Trustees
	<ul style="list-style-type: none"> <li>• <i>County Superintendent of Schools</i></li> <li>• <i>8 Appointed by the County (at least two must be female)</i></li> <li>• <i>2 Appointed by the Governor</i></li> <li>• <i>President of the College (ex-officio)</i></li> <li>• <i>Member of Previous Year's Graduating Class (ex-officio)</i></li> </ul>





# Application Procedures

Completed applications are due by **December 13, 2021**. To ensure full consideration, please submit: 1) a current resume or CV; 2) a cover letter addressing the position; and 3) the contact information for three professional references. Submit your application securely through our website by clicking **here**.

## For Further Information Contact:

**Dr. Joanne Bashford**  
SENIOR CONSULTANT  
305-467-9488

**Dr. Gena Glickman**  
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847-313-5520

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## RH Perry Candidate Policy

RH Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

## Mercer County Community College Policy

Mercer County Community College is committed to a policy of equal treatment and opportunity in every respect of its relations with current and prospective faculty and staff members, without regard to race, color, religion, affectional or sexual orientation, gender and/or gender identity or expression, marital or parental status, ethnicity, nationality, veteran or military status, age, disability and any other legally protected basis. This includes, but is not limited to, recruitment, hiring or appointment, selection for training, transfer, layoff, promotion, compensation, and granting of tenure. Questions regarding the equal opportunity policy and compliance statement may be directed to the Affirmative Action Officer, West Windsor Campus, (609) 570-3272.