MISSION, VALUES AND GOALS

Mission
In keeping with our values and goals, Santa Fe College, a comprehensive public institution of higher education serving North Central Florida and beyond, adds value to the lives of our students and enriches our community through excellence in teaching and learning, innovative educational programs and student services, and community leadership and service.

Values
Santa Fe College is a dynamic, innovative learning community committed to:
- Academic excellence, academic freedom and intellectual pursuit
- Individual, social and global responsibility
- Honesty, integrity and civility
- Cultural diversity and equity
- Collaboration with our community
- Open access
- Lifelong learning
- Assessment, accountability and improvement
- Sustainable use of environmental, social and economic resources

Goals

- **Outreach and Access**
  Identify, assess and meet community needs to promote open access to the college.

- **Delivery Alternatives**
  Assess student needs and outcomes as well as create innovative and flexible learning opportunities.

- **Educational Programs**
  Provide learning opportunities and academic support to ensure the highest levels of academic performance.

- **Student Affairs**
  Provide research-based, learner-centered program of services that supports access and student engagement from matriculation to goal attainment.

- **Workforce Development**
  Provide student-centered workforce programs in collaboration with local employers and economic development agencies.

- **Human Resources**
  Recruit, develop, assess and retain quality full- and part-time faculty and staff.

- **Technology**
  Provide information and communications technology infrastructure and services to support the college’s mission.

- **Resources**
  Develop, obtain and allocate the necessary resources to implement the college’s mission.

- **Sustainability Education and Operations**
  Create, develop and enhance programs to reduce waste, conserve energy and green space, protect water resources and promote wellness of students, faculty and staff.
Santa Fe College was established in 1965 to serve Alachua and Bradford counties. The City of Gainesville is Alachua’s county seat and home to the college’s oldest campus. SF’s region reflects a captivating combination of urban and rural communities and rich ethnic diversity. Originally named Santa Fe Junior College, the institution changed its name to Santa Fe Community College when it moved to its location on NW 83rd Street. It became Santa Fe College in 2008 when it began offering bachelor’s degrees. Today SF offers nine baccalaureate programs, 101 associate degrees and 42 technical certificates. Online, hybrid and web-assisted courses are integral components of SF’s delivery modalities. The college also provides a wide array of workforce development, continuing, adult and community education programs.

SF enrolls over 20,900 degree-seeking students annually from Florida, the nation and 111 countries. About 45% of students come from outside the two-county district. Each year, the college awards more than 3,500 degrees and certificates.

Northwest Campus (Gainesville)
Santa Fe College’s Northwest Campus is the largest and oldest of SF’s locations. The Northwest Campus opened in 1972 when SF moved from the Thomas Center to its current location on Northwest 83rd Street.

SF’s Northwest Campus is home to the 10-acre SF Teaching Zoo, the only accredited teaching zoo in the country; the Kika Silva Pla Planetarium, North Central Florida’s sole planetarium; the Santa Fe College Little School, an early childhood laboratory site; and an athletics complex that supports five collegiate athletic teams. In 2011, SF opened the Fine Arts Hall, housing exemplary academic programs and offering over 30 music, theatre and dance performances each year.

The Northwest Campus also has the largest portion of SF’s High School Dual Enrollment students, offering high school students the opportunity to experience life on a college campus while earning credit toward both a high school diploma and an associate degree. Additionally, the Northwest Campus is home to the UF@SF Center, also known as the “Gator Den,” where University of Florida advisors are available to help students successfully transition to UF after completing their A.A. degree at SF.

Andrews Center (Starke)
The Guy Andrews Center was established in 1985, after the renovation of the historic Bradford County Courthouse. With increased enrollment, the center now occupies three locations in downtown Starke including the Lillian Stump Educational Building and the Cultural Building, which also houses the Eugene L. Matthews Bradford County Historical Museum.

The Andrews Center offers both daytime and evening classes, and students can earn an A.A. degree at this location, as well as complete the prerequisites needed for an A.S. degree.

The Andrews Center has a strong High School Dual Enrollment program and is home to Upward Bound, a program that offers college preparation programming for Bradford High School students who potentially will be the first generation in their family to attend college.

Blount Center (Downtown Gainesville)
The Charles L. Blount Center, strategically poised to serve East Gainesville, offers A.A. degree and Adult Basic Education classes, along with Community and Continuing Education opportunities. The center’s Learning Commons provides space for students to work on assignments, meet with tutors or schedule a proctored exam for an online class.

SF’s Center for Innovation and Economic Development (CIED) is located at the Blount Center and provides services for startup companies that drive the economy in Gainesville.

The center is ideally located near the University of Florida, UF’s Innovation Hub and Career Source North Central Florida.
Santa Fe College is planning an expansion of this downtown facility. With a projected completion date scheduled for the spring of 2021, the new 86,000 square foot Blount Campus will become SF’s comprehensive center for business and IT education programs, with the same full service amenities as the Northwest Campus, such as financial aid assistance and a library. It will help positively impact the racial inequality in East Gainesville, discussed later in this profile.

**Davis Center (Archer)**

Located in the City of Archer in southwest Alachua County, the Ron and Norita Davis Center offers a welcoming environment where students can pursue educational and career goals while receiving personalized support.

The Davis Center offers over 40 classes, including day and evening offerings, a High School Dual Enrollment program, GED exam preparation and Community Education courses.

The Davis Center features small class sizes, tutors, academic coaches and many additional resources.

**Kirkpatrick Center (Gainesville)**

Home to the most advanced simulation-based training facility in Florida, the George W. Kirkpatrick Center is located near the Gainesville Regional Airport, approximately 11 miles east of the Northwest Campus. Programs offered at the center accommodate the growing need for skilled personnel in emergency medical services, law enforcement and corrections professions.

The Kirkpatrick Center is home to SF’s Institute of Public Safety (IPS), which encompasses the Emergency Medical Services degree program, and certificate programs in Emergency Medical Technician and Paramedic. IPS also offers Basic Recruit training in law enforcement and corrections, as well as continuing education for sworn officers in both fields. SF’s Criminal Justice Technology program also resides under the IPS umbrella, with courses offered at the Kirkpatrick Center and the Northwest Campus.

**Perry Center (Alachua)**

The Charles R. and Nancy V. Perry Center for Emerging Technologies is in the City of Alachua, at the heart of Florida’s high-tech corridor, roughly 13 miles from SF’s Northwest Campus. The Perry Center provides citizens of northern Alachua County an opportunity to earn a college education close to home.

The Perry Center focuses on emerging technology degrees. The 30,000 square foot building opened in 2009 and has state-of-the-art technology classrooms and laboratories. The center is intentionally located near Santa Fe High School, which offers a biotechnology program that articulates to the SF Biotechnology A.S. degree. Progress Corporate Park, a growing industrial complex anchored by the University of Florida’s Innovate | Sid Martin Biotech facility, is across the street.

**Watson Center (Keystone Heights)**

The Alfred B. and Agnes W. Watson Center is situated on a 40-acre natural habitat of pine and oak trees known as Watson Woods. This area is often used by students and faculty as an energizing outdoor classroom. With two computer labs and a state-of-the-art science lab, the center also boasts a large High School Dual Enrollment program, allowing high school students to jump-start their college careers.

The Watson Center, which offers both day and evening classes, also allows students to earn an A.A. degree entirely at this center.

Located 30 minutes northeast of Gainesville, the Watson Center serves the citizens of southeast Bradford County.
Santa Fe College was named the No. 1 community college in the nation by winning the 2015-2016 Aspen Prize for Community College Excellence. SF has been in the nation’s top 10 community colleges since 2012.

College Choice ranked SF the fourth Best U.S. Community College in the nation (2017).

SF is No. 1 in Florida. Santa Fe College is leading its 27 peers in the Florida College System. With high graduation rates, a steadily increasing retention rate, and a job placement rate over 96%, SF earned the state’s highest “gold” performance rating and received nearly $4 million of performance-based funding for the 2018-2019 academic year.

The Chronicle of Higher Education ranked SF as a top producer of U.S. Fulbright Scholars for the current academic year.

Forty-four percent of SF’s student body consists of historically underrepresented populations. Across the entire college, programs and events celebrate the rich array of experiences and backgrounds members of the SF community bring to the educational enterprise.

SF believes its students should be global citizens. To that end, the college offers an International Studies certificate, and a myriad of travel and study-abroad opportunities. Recent destinations include Belize, the British Isles, China, Italy, Peru and Sweden.

The college maintains its commitment to internationalization through several initiatives and programs. Beginning in 2006, the college has sponsored five Visiting Fulbright Scholars.

Since 2014, the college has continued to host cohorts of senior-level administrators from Brazil, Colombia, Ecuador, Indonesia, India, Pakistan, Peru and Ukraine through the Community College Administrators Program (CCAP), a U.S. Department of State grant. The college recently won federal grants for student-based initiatives such as Small Diplomacy Grants, 100,000 Strong in the Americas grants and Capacity Building grants. In addition to sponsoring administrators and faculty for Fulbright Scholars, the college has supported annual faculty exchanges with universities in Brazil, China, Indonesia and Ukraine since 2010.

According to the Florida Department of Education, Santa Fe College is the top choice of Bright Futures scholarship awardees in the Florida College System. Bright Futures scholarships are earned by high school students who meet a number of academic requirements, including a minimum GPA of 3.0 and at least 75 hours of service to their communities. Bright Futures scholarship recipients often enroll in the Honors Program at SF, which averages an 88% acceptance rate for students transferring into The University of Florida.

The Santa Fe College Little School provides a safe, enriched, stimulating and caring learning environment for toddlers and preschool children. In a carefully supervised environment, the Little School also serves as an early childhood laboratory site for aspiring teachers of young children.

Technical-craft-certificate-training capabilities will become more important as technology disrupts the job market over the next 10 years. SF is making serious capital investments in this area for the future.

The college is fortunate to have a dedicated, accomplished and collaborative District Board of Trustees.
• Santa Fe College students in the **Fine Arts department** can be seen year-round in professional-level public performances and exhibitions for which they have been carefully guided by the talented Dance, Music, Theater and Visual Arts faculty.

• For the seventh year in a row, SF hosted the **Florida Theatre Conference Festival** that brings close to 3,000 high school and college students to the Northwest Campus for four days of workshops, auditions, interviews and performances.

• For 50 years, SF has hosted the annual community **Spring Arts Festival** in downtown Gainesville. It is estimated that over 100,000 people attend the two-day event, featuring hundreds of artists.

• Santa Fe College has had strong involvement with the **International Hemingway Conference**, including hosting a three-day conference on the author in July 2017, sending SF students and faculty members to the international conference in Paris in 2018 and producing the film *Hemingway, Between Key West and Cuba.*

• SF was named a **“Best for Vets”** college by Military Times for 2019 and also received recognition as a **“Military Friendly”** college for 2019. Services for military veterans are provided through the college’s **Veterans and Military Success Services** office.

• Santa Fe College was recently named to the **Safest Colleges in America** List from the **National Council for Home Safety and Security.**

• College Choice ranked **SF’s Bachelor of Nursing program** as the **second most affordable program in Florida.**

• Over **1,000 High School Dual Enrollment students** attend SF from the Alachua and Bradford County Public School Systems.

• The college boasts the **SF Teaching Zoo**, the only accredited one in the nation, which welcomed its one-millionth visitor last year. In October 2018, the Association of Zoos and Aquariums (AZA) announced that the Santa Fe College Teaching Zoo was being recognized with **AZA’s 2018 North American Conservation Award** for significant achievement in the Perdido Key beach mouse Species Survival Plan program.

• **The Harvey Sharron Bat Cave** is an educational resource and field laboratory for students in SF’s Natural Sciences department. The cave extends over a mile underground and is the only one owned by a community college in Florida.

• SF is very proud of the **Kika Silva Pla Planetarium**, the only planetarium in North Central Florida. The planetarium offers spectacular shows, including **Star Gazers** - the world’s only weekly television series on naked eye astronomy.

• SF is engaged in **racial equity initiatives** in both Bradford and Alachua Counties.

• Santa Fe College enjoys a strong partnership with the **University of Florida**, and UF accepts more transfer students from SF than from any other college.

• SF is a **charter member** of the prestigious **League for Innovation in the Community College.** Last year, the **SF Financial Aid Campaign** won an **Innovation of the Year Award from the League** for developing and implementing a new system to help reduce student loan debt.
• The Santa Fe College athletic teams annually compete in the Mid-Florida Conference. The Saints field teams in baseball, men’s and women’s basketball, softball and volleyball.

• The SF Sponsored Projects Office (formerly the Grants Office) is actively managing 42 projects valued at over $13 million – including initiatives funded by the National Science Foundation, the U.S. Department of Education, the Economic Development Administration, the National Institutes of Health, the Department of State and various other federal, state, corporate and private supporters.

• As just one example of the 42 initiatives being managed by the Sponsored Projects Office, SF was awarded a 2018 grant from the National Science Foundation. The funds, which are expected to total $467,000 over three years, will be utilized to increase the number and diversity of students entering STEM-related careers. The project, entitled “Guitar, Robotics and Rocketry Advanced Technical Education” (GRRATE) will be located at three rural Santa Fe College locations.

• The Foundation provided $54,000 in scholarships to assist 113 students who were within 12 credit hours of completion as part of the college’s “Finish at the Top” campaign.

• Santa Fe College has food pantries where students in need can pick up free food. It also features Saints ShareWear, a thrift shop for men’s, women’s and children’s clothing, shoes and accessories. All items are priced at $1.

• In 2018, Santa Fe College’s Institute for Public Safety at the Kirkpatrick Center completed an $8.1 million renovation project. The renovated facility doubles the size for the training of law enforcement, EMTs, paramedics and other emergency responders. The 24,000 square-foot addition will make Santa Fe College’s Institute for Public Safety the premier first responder training center in the nation.

• SF Facilities conserves energy and generates solar power through state-of-the-art mechanisms. It has reduced its energy consumption, saving $432,000 last year.

The project helps bring rural students into STEM (Science, Technology, Engineering and Mathematics) careers.

• The Santa Fe College Foundation reports assets exceeding $51.3 million as of December 2018.

• The 23-member board for the Santa Fe College Foundation is currently engaged in a 5-year “Opening Doors” campaign to raise $10 million for scholarships. As they near the halfway mark for the campaign, 56% of the goal has been met.

The Renewable Energy Accessible Lab (REAL) consists of photovoltaic panels, evacuated tube arrays and parabolic trough collectors that convert sunlight into energy providing the Northwest Campus with hot water.

• Santa Fe College Construction Management students have a wonderful partnership with Habitat for Humanity and just completed their ninth home. The students work on a home as part of their training in the construction, carpentry, electrical and plumbing industries. Once constructed, the homes are moved to their neighborhood.
- SF recently announced the opening of the Innovative Product Development Center (IPDC), which will be housed at the Gainesville Technology and Entrepreneurship Center. SF was the recipient of a nearly half-million grant from the U.S. Department of Commerce to create early-stage seed capital funds through the Economic Development Administration’s (EDA) Regional Innovation Strategies (RIS) program. The IPDC will provide services to Alachua and surrounding counties in North Florida and establish a regional commercialization center to focus on developing industry clusters in the life sciences, software/web development, and niche manufacturing.

- The SF Police Department, the first and largest police department in the Florida College System, is a fully sworn law enforcement agency operating around the clock. It is the only higher education police department in the nation to receive recognition from the International Association of Chiefs of Police and one of only five law enforcement agencies in the 28-member Florida College System.

- Santa Fe College's Counseling Center, one of only five counseling centers in the Florida College System, provides counseling, crisis intervention and comfort free of charge to SF students.

- Students in Santa Fe College’s dental programs have a new, state-of-the-art clinic in which to learn how to become hygienists and dental assistants. The upgrade provides additional space, enhanced equipment and models clinical facilities in which alumni will be working upon graduation. The dental clinic is open to the public, and offers x-rays, cleanings, fillings, crowns, sealants and fluoride treatments. Treatment is performed by students under the supervision of faculty.

- In 2018, SF opened a new International Center that houses SF’s International Education programs, International Student Services, International Student Support and Advising, as well as English for Academic Purposes, and all related international and global programs.

- The college is an excellent financial steward of its resources, balancing its budget consistently.

- SF’s Focus on the Future program provides life-management and employability skills to people who suddenly find themselves responsible for supporting themselves and their families after depending on a family member who is no longer available to provide for them.

- Finally, Santa Fe College is proud of the way it opens minds and transforms lives. The college’s faculty and staff enjoy each other and the noble work they perform together with students.
The region that will become the new SF President’s home offers magnificent educational, economic, health care, recreational, dining and arts advantages. North Central Florida’s rich diversity and mix of urban and rural life make the area incredibly interesting and enjoyable. The region’s points of distinction are summarized below. For a more complete description of all that makes it special, consult the Guide to Greater Gainesville and the North Florida Regional Chamber of Commerce in Starke.

- Gainesville is Alachua County’s largest municipality and county seat. Santa Fe College is a key to the city’s amazing higher education opportunities, along with its partner, The University of Florida.
- Gainesville ranks No. 1 in Florida on Livability.com’s Top 100 Best Places to Live (January 2018).
- Livability.com also recognized Gainesville as one of the nation’s 10 Best College Towns (August 2018). In a similar vein, WalletHub.com praised Gainesville as one of the top 20 Best Midsized College Towns & Cities in America (December 2018).
- Florida’s most popular beaches are just over an hour away, as is Florida’s oldest city, St. Augustine. The Gainesville area also has several spectacular springs.
- Agriculture is vital to the economy of North Central Florida, accounting for nearly a quarter of all jobs in Alachua County. The value of livestock and crops are valued at nearly $100 million. For every dollar of agriculture sales, an additional $1.80 is generated in other parts of Alachua County’s economy.
- Gainesville’s restaurant scene has every kind of dining imaginable, from fine dining to sports bars, where patrons can watch their favorite college and professional teams. It also has multiple farmer’s markets.
- The city has a wealth of attractions, museums and festivals from which to choose, including Art Walk Gainesville, the Craft Festival, the Downtown Festival and Art Show, the Florida Museum of Natural History, the Harn Museum of Art, the Cade Museum, the Morningside Nature Center and Living History Farm and Devil’s Millhopper Geological State Park.
- Depot Park, located in Southeast Gainesville, is the city’s highest used public space since its opening in 2016 as part of a revitalization of that part of the city.
- The Greater Gainesville Chamber of Commerce has been accredited by the U.S. Chamber with five stars, ranking it among the nation’s top 1%.
- In 2018, the career services site Zippia named Gainesville as the “Best Place to Start your Career” in Florida.
- Greater Gainesville has seven incubators and co-work spaces, including the Innovation Hub in downtown Gainesville that assist new businesses in the startup phase of their ventures.
- In 2016, the Alachua Public School System won the prestigious “What Parents Want” Award from SchoolMatch, one of the country’s top educational consulting firms. Only 16% of U.S. school districts were so recognized.
UF Health, with its nine hospitals, two veterinary hospitals and nine research institutes, offers the region the most comprehensive academic health care center in the Southeast.

In 2016, ValuePenguin ranked Gainesville number two on its list of “Environmentally Friendly Cities.”

Even with its many advantages, Gainesville is not immune from the racial inequalities affecting the nation’s cities. The city aims to address these matters, which are most acute in East Gainesville and parts of Southwest Gainesville, by becoming a New American City, a metro area that brings together concerned citizens, religious leaders, educators, business people and government officials to devise solutions improving the quality of life.

Starke has been the location for several movies and television shows, and the city’s Call Street Historic District is listed in the National Register of Historic Places.

Starke hosts two popular festivals every year: The Strawberry Festival, and The Starke Bike Festival.

Known as “The Good Life Community,” the City of Alachua features year-round festivals and events, combined with bioscience, technology and life research companies, many of which are in Progress Park.

Alachua is also home to The San Felasco Preserve State Park, where visitors can see wildlife and enjoy 7,000 acres of hiking, biking and horseback riding trails.

Archer is proud of its idyllic small-town life, with a charming Main Street and the Archer Railroad Museum.

SF’s service district of Alachua and Bradford counties, as well as much of the surrounding area, has extensive rail-to-trails bicycle paths, covering more than 200 miles.

Keystone Heights is a growing community with a landscape that includes numerous lakes, parks and recreation areas as well as a quaint downtown area.
Santa Fe College welcomes the new president to embrace and further enrich its long-standing and distinctive culture. The college was founded more than 50 years ago with a spirit of innovation and an emphasis on learning and student success. It truly celebrates shared governance, freedom of expression and diverse points of view as the key to good decision making. It models to an extraordinary degree wholistic education so that students are prepared for the world of work as well as the opportunities and challenges life brings. Mutual respect among students, faculty, staff and leadership catalyzes student success at the institution. Members of the SF community are encouraged to innovate and create as the path to excellence. SF won the Aspen Prize and leads the Florida College System in large part because of its unusually strong culture – a platform from which an astute president can lead the college to even higher pinnacles of distinction.

The preferred candidates will:

- Have a track record of successful higher education senior leadership, preferably in an open access institution.
- Be a highly intelligent, innovative visionary who understands the disruption taking place in higher education and who clearly articulates a shared sense of direction for SF to climb to even higher levels of excellence.
- Demonstrate that s/he has placed students and their success central in his/her decision-making, while ensuring high expectations and academic rigor.
- Have an understanding and appreciation of the classroom evidenced from experience as an instructor.
- Have a high degree of sincerity, authenticity and integrity.
- Be a motivator that supports and inspires creativity and innovation, encouraging faculty and staff to exceed expectations while being cognizant of limited resources and without losing sight of the primary mission.
- Value equally all of SF’s academic, educational, student support services and co-curricular programs as well as the faculty and staff who deliver them, including adjuncts and part-time staff. The successful candidate will model respect and uncompromising support for all. The candidates should recognize the appropriate relationships of bachelor’s and associate degrees, certifications and apprenticeships and community and continuing workforce education. This approach should be reflected in recognition and rewards as well as competitive compensation and benefits.
- Support professional development of all employees to achieve college goals.
- Be an engaging, collaborative leader, who welcomes divergent points of view and has an open-door policy.
- Have the acuity to cultivate good political, college and community relationships.
- Have empathy and have a high degree of emotional intelligence.
- Demonstrate good communication skills, including but not limited to, listening, speaking and writing.
- Evidence a record of achievement in student success, enrollment and completion.
- Be an effective team-builder and delegator who holds him/herself and those around him/her accountable.
- Have enjoyed successful and collaborative partnerships with governing boards.
• Show a record of success in or aptitude for fundraising.
• Be gifted in working with local, state and national public officials to advocate for SF’s interests.
• Possess a relentless dedication and commitment to diversity, equity and inclusion on campus and in the community with an established record of these efforts.
• Be an advocate for international education and experiences.
• Be courageous in defending freedom of expression and academic freedom.
• Be willing to speak against injustice and act to remedy it.
• Demonstrate visibility on campus, including center locations, and in the community.
• Show that s/he uses data adeptly in decision-making.
• Be technology savvy and understand how it can enhance learning, student service and the quality of work life.
• Effectively manage the fiscal affairs of the college by constantly monitoring existing resources and consistently evaluating existing and proposed programs, understand the impact to both financial and human resources and have a record of transparent and astute financial stewardship.
• Display resourcefulness and creativity in the identification and resolution of problems.
• Provide decisive and diplomatic leadership with complete transparency, encouraging shared governance that inspires college and community members to support the college’s mission.
• See Santa Fe College as a career-defining destination for him/herself.
Strategic Planning
Santa Fe College is in the initial stages of a new 5-year planning cycle. This important work is proceeding with an eye toward the fact that a new president will be assuming office soon after the first of the calendar year. Accordingly, s/he will have the opportunity to shape this vital effort.

The Downtown Campus Project
The next president of Santa Fe College will have the chance to transform the college’s East Gainesville presence by securing the remainder of the funding for this exciting new facility so that construction can begin. As noted elsewhere in this Search Profile, there are significant racial and socio-economic issues that must be addressed in East Gainesville. The Downtown Campus will be a key component in meeting those needs. The President will also need to have an appreciation for the vibrant and historical community surrounding this campus and the need for inclusive involvement and careful impact consideration of all decisions.

Relationship with the Florida Legislature
SF’s gold performance funding status has resulted in millions of dollars being injected into the college’s programs and activities. Yet, overall, funding from the Florida Legislature has been stagnant. The new president will need to have a strong presence in Tallahassee and close connections with the governor and local delegation. S/he must be an articulate and powerful advocate, along with his/her counterparts in the Florida College System (FCS), for funding FCS students and the programs that change their lives. Other significant issues include support for academic freedom, continuing contracts and other best practices in higher education.

Enrollment in Gainesville, the Centers and Online
Santa Fe College is a true national leader in student success, which is closely linked with persistence to completion. As a result of a booming economy, student recruitment is a challenge just as it is across the community college sector. The next president will need to think creatively with his/her colleagues about ways to strengthen recruitment, either through innovative techniques and/or new programs, whether they be degree, certificate, continuing or adult education offerings. Expansion of SF’s online and hybrid courses should be considered as well. High School Dual Enrollment also is an important aspect of the college’s enrollment strategy, as is increasing international student enrollment.

Human Resources
No tuition increases have been implemented in several years and student enrollment has followed the national trend of decreasing when the economy is strong. Nevertheless, SF has prioritized increasing compensation for employees. This matter must be a continuing priority for the next president. Competitive benefits and professional development opportunities must also occupy an important place in the college’s strategic human resources agenda. Given the economic realities mentioned above, the topic of appropriate staffing must be undertaken with care and a sense of balance. Unionization of adjunct faculty is an increasing national trend and important discussions on this topic are underway at SF. The new president must be knowledgeable about the issue.

Technology
Learning and administrative technology are integral to student success, student service, the quality of work life and efficiency. SF is fortunate to have a capable information technology team that has made its home-grown Enterprise Resource Planning (ERP) adapt and work well for the college despite challenges inherent in maintaining such a system as the college grows and changes. The new president must have a keen interest in this area and be able to grasp issues relating to technology to place SF in the best possible position to move forward in the ever-changing world.

Partnerships
SF enjoys an incredible partnership with the University of Florida as well as institutions around the state, the nation and the world that feature collaboration on a myriad of fronts. It also works very well with the Chambers of Commerce, economic development groups, business and industry, community groups and healthcare. The next president will have the opportunity to build on these partnerships and take them in new and exciting directions.

Diversity, Equity and Inclusion
The college has received deserved praise for its work in celebrating diversity, equity and inclusion, a hallmark of SF. The new leader will have the opportunity to build on that strong foundation. S/he must place a keen emphasis on ensuring a welcoming environment, increasing diversity among the faculty and staff and continuing to close equity gaps in student success. Many students at SF face
challenges of financial and food insecurity, transportation needs and homelessness. Special needs students confront learning and physical access challenges. The new president will have the opportunity to be a leader in addressing these continuing challenges.

**Racial Inequality in Alachua and Bradford Counties**

In 2018, the University of Florida Bureau of Economic and Business Research issued a report titled *Understanding Racial Inequality in Alachua County*. Santa Fe College participated in the study that was the framework for the report.

The report documents inequality on a host of dimensions in East Gainesville and portions of Southwest Gainesville. It also suggests solutions that are, not surprisingly, tied to educational opportunities. As noted, Gainesville aims to squarely face these vexing problems by becoming a New American City. SF will be a key player in this effort and the new president will be an important leader in the cause, which is consistent with the college’s values.

Additionally, there are recognized economic challenges in Bradford County with equally great disparities of racial and socio-economic inequality. The college has actively engaged with community leaders and educators in Bradford County to address these inequalities. The new president will be expected to continue leading and supporting these initiatives.

**Santa Fe College's Leadership Position in Florida and the Nation**

SF is truly a national and statewide leader among community and state colleges. Its sterling reputation will be an incredible asset as SF transitions to new leadership. The new president should seize upon this magnificent reputation and utilize it to lead SF to its next era of excellence. To quote one person from the listening sessions that formed the basis for this Search Profile, “we are the best, but we can be even better!”

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**THE NOMINATION AND APPLICATION PROCESS**

The Presidential Search Committee will begin a review of applications in early July and continue work until an appointment is made. To assure full consideration, applications should be received by July 15, 2019, and include a letter of interest, curriculum vitae and five professional references with email addresses and telephone numbers. References will not be contacted without prior authorization from the applicant.

**Applications should be sent electronically (MS Word or PDF Format) to:**
SantaFeCollegePres@agbsearch.com

**Please direct nominations and inquiries to:**

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**Commitment to Equal Access and Equal Opportunity**

Santa Fe College (SF) is committed to maintaining a work and educational environment that embraces diversity and where no member of the college community is excluded from participation in, denied the benefits of, or subject to discrimination in any college program or activity based on: race, ethnicity, national origin, color, religion, age, disability, sex, pregnancy status, gender identity, sexual orientation, marital status, genetic information, political opinions or affiliations, or veteran status. This commitment applies to employees, volunteers, students, and, to the extent possible, to third parties, applicants for admission, applicants for employment, and the general public.

Inquiries regarding non-discrimination policies or concerns about discrimination or harassment, including concerns about sexual harassment or sexual violence under Title IX, should be directed to Jasmine Gibbs, Equity Officer and Title IX Coordinator, 3000 NW 83rd Street, R-Annex, Room 113, Gainesville, Florida 32606, 352-395-5950, equity.officer@sfcollege.edu.

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Please note that Florida has a broad public records law, and that all correspondence to or from college employees and AGB Search via email may be subject to disclosure. Please contact the search consultants with any questions.