

Jodi Heather Dixon Long

Higher Education Professional

March 22, 2023

Dear Dr. Broadie and Screening Committee Members,

It is with great pleasure that I humbly submit materials for your consideration regarding my candidacy for Santa Fe College's Provost position. The Chief Academic Officer role is critical to supporting student achievement, and I believe I am uniquely qualified to serve in this capacity at Santa Fe College. My academic preparation and work experience provide a foundation on which my other qualifications become evident. As a formally trained educator, a woman in science, one well-versed in general education and assessment, and having supported workforce education for over a decade, I am confident I can provide quality leadership in all aspects of the work associated with Academic Affairs.

After faculty appointments in math and science at four other institutions with experience ranging from high school to the university level, I accepted an adjunct position at Santa Fe College in January 2004. At the time I was a doctoral fellow at the University of Florida and needed the income. What I found was so much more. My early faculty appointments were in the evenings and on the weekends, and yet the culture in Sciences for Health Programs made it inevitable that I would become an integral part of the rich, engaged cluster of faculty within the department as if I were full time and present during the "regular hours." The sense of belonging that resonated within the department felt true for students and faculty. When a full-time opportunity became available, I knew this was where I wanted to stay. So, I applied and have never looked back.

Over the years, as a faculty member, department chair and then an associate vice president, I have always kept the students as the primary focus. The student is who I take into account when considering course design, assignment construction, textbook selection, department scheduling, faculty-to-student ratio, faculty assignment, new program proposals, policies or practices, and clinical affiliate requirements, to name a few facets of the work. To do this well, I have had to collaborate with students and colleagues through work groups, committees, data collection, and conversations. I believe those who have worked with me would say that I operate with an open-door policy, am transparent, and have a high degree of integrity. My preference is for collaboration and consensus, but I am not afraid to make the final call and stand behind it, even if it is later realized there may have been a better approach. No matter what, I remain open to how we can make a shift to improve. For example, early on as an AVP I was tasked with standardizing the complex loading practices found in health sciences. This required reviewing years' worth of loadsheets, faculty schedules/assignments, student enrollment, and course credit hour assignments. In addition to the paperwork review, I spent much time discussing with faculty and chairs what nuances were associated with this type of workforce education. Subsequently, the chairs and I drafted clinical course loading standards that were presented to the faculty for feedback. Ultimately, we created loading conventions that were in alignment with institutional practices and accounted for unique clinical instruction in the various health science departments. The result has been

that students are being served and the faculty workload is appropriate. However, we are currently at the point where after nearly a decade and some shifts in clinical training we are once again revisiting the current loading conventions in a collaborative manner.

While students are the focus, I am aware of the desire to balance this with the needs of the institution, faculty and community stakeholders as well as meet the demands stemming from external forces. I believe in general, that if you do what is right for students, many of the other concerns are simultaneously addressed. However, I remain cognizant of the shifting social, economic, and political factors that impact our work through my involvement with the Florida College System's Joint Councils. As the current co-chair for the Council of Workforce education, I am in regular collaboration with members of all 28 Florida College System institutions and provide representation to the Council of Presidents. Additionally, we are in frequent conversation with the Chancellor's office and have scheduled check-ins with legislative liaisons.

In addition to my involvement with the comprehensive scope of what impacts our work, I believe that more granularly, my experience in high school and collegiate general education teaching and learning are relevant to my role in supporting certificate, Associate in Science, and baccalaureate programs. The general education component is the foundation of all of the degrees we offer and contains elements critical to success for all students (including those in certificate programs). As one example, math and science teach critical thinking. There is a strong correlation between success in math and science courses and subsequent demonstrations of critical thinking skills in program courses. Understanding the linkages between curriculum from high school to certificates to degree programs is critical for the Chief Academic Officer of Santa Fe College given our scope and mission.

Ultimately, my personal daily motivation has always been supporting others' growth as they become their best. Just as it is true in my approach to student success and providing an environment where they can achieve their dreams, I work diligently to do the same for faculty and staff. Over the years, I have consistently arranged for, provided, or supported individual or team trainings and professional development opportunities for all faculty and staff whom I have overseen. As faculty and staff are the ones directly impacting student achievement daily, their success is critical to student achievement. As Provost, I will continue to actively support the excellent faculty work in support of student success.

My love for Santa Fe College extends far beyond any position I may hold. I have heard testimonials and witnessed the impact on individuals and families because of what we do. Our work literally changes lives as we positively impact our community in myriad ways. It would be my most sincere honor to serve the students, faculty and staff, institution, and community as the next provost of Santa Fe College.

Sincerely,

Jodi Heather D. Long