



# President of Henry Ford College

**Henry Ford College (HFC)** is a public institution of higher education located in Dearborn, Michigan. Founded in 1938, HFC is accredited by the Higher Learning Commission, [hlcommission.org](http://hlcommission.org)) and the Michigan Commission on College Accreditation. The College was originally named **Fordson Junior College**. In 1946, it adopted the name **Dearborn Junior College**. In 1952, it became **Henry Ford Community College**, taking its name in honor of the Henry Ford Trade School, which had closed and transferred its assets to the Dearborn Public Schools Board of Education. It is the only community college in the state of Michigan to be affiliated with a K-12 district. In May 2014, the College was renamed **Henry Ford College**.

Dr. Stanley E. Jensen served as president from May 2013 to December 2017. Among other things, under his leadership the College overcame a significant budget deficit and re-focused attention on numerous student success initiatives.



**Henry Ford College** invites nominations and applications for the position of President of the College.



## College Overview

### Academic Programs

Accredited by the Higher Learning Commission (HLC), HFC is a comprehensive public college serving more than 20,000 students annually in southeast Michigan. It is dedicated to preparing students for a rapidly changing world and workplace by offering more than 120 associate degree, career, and university transfer programs. Additionally, HFC offers a bachelor of science in Culinary Arts, as well as numerous articulation agreements with university partners. HFC excels in providing customized workforce development training for

business and industry. Students can transfer to a four-year college or university, or they can enter the workforce directly.

In 2014, HFC established a University Center with three university partners: Eastern Michigan University, Siena Heights University, and Madonna University.

HFC expects to enter into partnership agreements with several more Michigan-based universities in order to offer students greater opportunities for upper-level undergraduate and graduate programs at the university level in the near future.

## **Infrastructure (Main Campus and Extensions)**

HFC offers classes in two locations situated in Dearborn. HFC's Main Campus is located on the southwest corner of Ford Road and Evergreen, just north of the University of Michigan-Dearborn (U-M Dearborn) campus. The East Campus – located on Schaefer Road, just north of Rotunda – is home to HFC's Michigan Technical Education Center (M-TEC) and state-of-the-art Nursing building.

M-TEC continues to support the region's economic development by providing customized programs and services to enhance current workforce skills and provide certification for job seekers. These programs continue to make significant impact for many organizations, including the Michigan Department of Energy, Labor and Economic Growth; the Detroit Workforce Development Department; the Michigan Economic Development Corporation; and the Arab Community Center for Economic and Social Services (ACCESS).



## **HFC Mission and Values**

HFC transforms lives and builds better futures by providing outstanding education. As a student-centered, evidence-based college, our success is measured by the success of our students. We empower learners through the development of independent, critical and creative thinking, and we foster diversity, inclusion, understanding, and acceptance to prepare learners to succeed in a global society. We anticipate and respond to the needs of our stakeholders, exceed their expectations, and serve the public good.

We have a **PASSION** for:

- Teaching and learning;
- Exploring diverse perspectives and ideas;
- Creating a student-centered environment;
- Transforming lives through continuous learning; and
- Excellence in all that we do

We demonstrate **INTEGRITY** through:

- Accountability;
- Responsible stewardship;
- Ethical conduct;
- Honest dialogue; and
- Sustainable practices

We promote **INGENUITY** by:

- Being agile, flexible, and responsive;
- Rewarding discovery, creativity, and innovation;
- Collecting, evaluating, and acting on evidence;
- Thinking critically; and
- Continuously reimagining the future

We show **RESPECT** for one another when we:

- Collaborate and rely on teamwork;
- Maintain transparent practices;
- Show compassion and empathy; and
- Are engaged and committed to our shared work



## Student Resources

The College offers a full range of student support services ranging from a Welcome Center serving prospective and current students, to an Assessment Center and Advising and Counseling Center, to a Career Services Office, Assisted Learning Services, and a Student Activities Office that organizes and oversees student clubs and activities. There are 38 clubs and student organizations at HFC.

The Eshleman Library has an extensive collection, research databases, study rooms, copy machines, and more than 100 computers with printing capabilities.

## **Military and Veteran-Friendly**

HFC has been named to the Military Friendly Schools list for several consecutive years by Victory Media, the definitive media entity for military personnel transitioning into civilian life. For the third consecutive year in 2017, the Michigan Veterans Affairs Agency (MVAA) has awarded Henry Ford College “Gold Status” – its highest distinction – as a Michigan Veteran-Friendly School.

HFC is in the top 15 percent of colleges, universities, and trade schools nationwide that work to ensure the educational success of America’s military service members, veterans, and their spouses and dependents.

## **Economic Impact**

Henry Ford College creates a positive economic impact on the region and the State of Michigan by generating significantly more revenue than it costs to operate the College. The overall impact of HFC on the local business community during the 2015 fiscal year was \$825 million, which includes the amount of benefit from College operations and the amount of benefit from HFC alumni, whose educational attainments while at the College prepared them to contribute economically to their community. This \$825 million contribution accounted for 0.6% of the region’s Gross Regional Product (GRP).

Total benefits to taxpayers by Henry Ford College exceed \$238 million, measured through the added taxes paid to the state by HFC graduates as well as the increased economic output of businesses attributable to the contributions of HFC alumni.

The taxpayer cost to run the College, by contrast, was just \$39 million (the funding that HFC received from state and local government for one year). Thus, for every \$1 of public money that is invested in HFC, taxpayers receive a cumulative value of more than \$6 over the course of the students’ working lives.

## **The Region**

Founded in 1786 and incorporated as a city in 1929, Dearborn is the eighth largest city in the State of Michigan and the second largest city in Wayne County. The hometown of automotive innovator Henry Ford, Dearborn is the location of the world headquarters of Ford Motor Co. It

is also the headquarters of AAA Michigan and home of The Henry Ford, the largest indoor/outdoor museum complex in the United States.

Dearborn is a sophisticated, suburban city that features a wide range of cultural offerings and a thriving arts scene. It is adjacent to major highways and is less than 20 minutes away from Detroit Metropolitan Airport (Metro Airport), a major international hub. Additionally, it is less than 30 minutes from Detroit and approximately 90 minutes from the state capitol in Lansing.

The city has a total area of 24.5 square miles, 24.4 square miles of which is land and 0.1 square miles is water, per the U.S. Census Bureau. The Rouge River runs through Dearborn, where the upper, middle, and lower branches come together.

Dearborn is a regional employment and business hub. Headquartered in Dearborn, the Ford Motor Corporation has embarked on a \$1 billion infrastructure and community investment project. As an industrial center for steel processing, Dearborn has seen recent major investments of more than \$1 billion by AK Steel. Businesses spread throughout the city – some tucked into neighborhoods, others located in industrial areas.

In addition to HFC and U-M Dearborn, both Concordia University and Central Michigan University offer classes in Dearborn. Career training schools include Dorsey Schools and the Kaplan Career Institute.

The Dearborn Public School District is the only K-12 school district in Michigan to be affiliated with a community college. The district operates 34 schools, including three (3) major high schools: Fordson High School, Dearborn High School, and Edsel Ford High School. It is the fourth-largest school district in Michigan, serving more than 18,000 students. Divine Child High School, the largest Catholic co-ed high school in Metro Detroit, is located in Dearborn.

The Islamic Center of America operates the Muslim American Youth Academy (MAYA), an Islamic elementary and middle school in Dearborn. The Roman Catholic Archdiocese of Detroit operates Sacred Heart Elementary School in Dearborn. Global Educational Excellence (GEE) operates multiple charter schools in Dearborn: Riverside Academy Early Childhood Center, Riverside Academy East Campus, and Riverside Academy West Campus.

HFC's student body comes from a wide range of upper class, middle class, and lower class socioeconomic households. Students who attend HFC are racially, ethnically, and economically diverse. The full spectrum of socioeconomic status is represented in the student body, with students coming from Dearborn, Detroit, and the surrounding cities, as well as the Middle East and other regions of the world.

In fact, Dearborn – which has more than 98,000 residents – is home to the highest concentration of Middle Eastern immigrants in the U.S., including Lebanese, Yemeni, Iraqi, Syrian, and Palestinian groups. Other ethnicities represented in Dearborn include descendants of European immigrants, primarily from Germany, Poland, Ireland, and Italy.



# Henry Ford College Key Indicators 2016

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Investment in Plant, less depreciation:	\$ 184,096,005
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Cost of Operating Physical Plant:	\$ 8,397,244
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Deferred Maintenance:	\$ 7,776,000
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Endowment/Foundation:	\$ 6,070,881
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Foundation Total Fund Balance:	\$ 13,263,877
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Operating Budget (Excludes Grants):	\$ 83,866,700
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Revenue Mix (Excludes Grants)

Tuition/Fees:	56%
Local:	17%
State:	26%
Other:	1%

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Federal Grants (Number):	2
Federal Grants (Total Dollar Amount):	\$6,150,433
Federal Grants (As a Percentage of Total Grants):	61%

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Operating Budget, per FTE:	\$9,120
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Tuition, per credit hour, in district:	\$93
Tuition, per credit hour, out of district:	\$161

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FTE, Fall 2015 Credit:	7,231
Annual FTE, 2014-15:	9,196
Fall Credit Headcount (2015):	12,653
Annual Credit Headcount (2014-15):	19,042
Annual Non-Credit Enrollment (2014-15):	Not Reported

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Student Diversity (Credit) Fall 2015:	26% minority (self-reported)
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% of Credit Headcount enrolled in at least 1 Remedial Class: 20%

First Year Retention Rate Fall to Fall:	59% (based on first-time/full-time cohort)
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Number of Degrees Awarded Annually (2015-16):	1,625
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Number of Full-Time Faculty:	177
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Number of Tenured Faculty:	140
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Number of Part-Time Faculty:	531
Faculty Diversity:	18% minority (self-reported)
Average Faculty Salaries (Full-Time):	\$98,420
Starting Salary (Instructor):	\$47,845 (Step 1 w/ Master's Degree)
Student/Faculty Ratio:	20 to 1
Library Volumes:	200,549
Club Sports Program:	Roller Hockey
Men's Varsity Sports:	Baseball, Basketball, Golf, Wrestling
Women's Varsity Sports:	Softball, Volleyball (Basketball returns for 2018-19)
<b>Unions</b>	
Faculty:	American Federation of Teachers (AFT), Local 1650
Administrators:	AFL-CIO, Local 71
Adjunct Faculty:	AFT Local 337, AFL-CIO
Operating Engineers:	Dearborn Schools Operating Engineers Association
Support Staff:	College Support Staff Association
What is outsourced:	N/A (HFC contracts for select services, but does not outsource any functions)
Board of Trustees	7 Trustees elected by the community to staggered 6-year terms

With this history, background, and dynamic setting, the following opportunities and challenges await the successful candidate for president of Henry Ford College.



## Leadership Opportunities and Challenges

Mission, service to students and community, entrepreneurship, and academic integrity are the core values that have driven Henry Ford College since it first opened its doors in 1938. Student success, community engagement and community economic development are the pillar priorities at the College, an institution that embraces its role as an affordable, accessible, highly diverse, and responsive institution of higher education. HFC provides the highest quality educational opportunity to the citizens of Dearborn and the surrounding cities and counties. HFC's next president will have the opportunity to build upon the strengths that have been developed over the College's 80-year history. With a solid foundation of support and commitment from the stakeholders and community, the next president will have the resources needed to move the College forward in academic and community engagement excellence.

Among the opportunities and challenges are the following.

### Maintaining Community Service Commitment

The College has an overwhelming history of service to the surrounding community, region, and the State of Michigan. With its commitment to students and its partnerships with community and business leaders, local agencies, and institutions of higher education, Henry Ford College is truly "in and of the community." Both internally and externally, there is deep respect for, and pride in, the mission, history, and success of HFC. The College's reputation in the community serves as a solid base for continued engagement. Looking optimistically at the near future, the resurgence of the Metro Detroit area and significant investments by the Ford Motor Company in Dearborn, if leveraged well, can only strengthen the College's position economically and educationally.

***The opportunity and challenge for the new president will be to become embedded in this community and to sustain and build upon this palpably strong relationship between the campus and the community. The new president will need to balance priorities: to continue***

and even expand HFC's community programs, while supporting and further developing a strong academic and intellectual community on campus.



## Financial Support

Having recovered from a difficult budget situation some years ago, the College is now on firm financial footing and enjoys an enviable record of local taxpayer support through successful tax levy referendums (millages).

*The opportunity and challenge for the new president will be to maintain the strong base of fiscal support enjoyed by the College by working closely with the citizens of Dearborn, as well as local and state governments. The state of Michigan, as most states, continues to grapple with establishing a sustainable formula for funding its public institutions of higher education. This, along with enrollment fluctuations and an upcoming tax levy proposition in 2018, will require careful thought, planning, and deft public relations skills. Despite state funding uncertainties faced by this and all community colleges, there is optimism for the future based on historic trends, strategic planning and initiatives currently underway, and a committed Board of Trustees. The board's mandate requires it to oversee not only the College, but all of P-14 education for the Dearborn School District.*

## Academic Programs and Services

The College offers more than 120 degree and certificate programs in a variety of areas including Nursing, Health Sciences, Science, Technology, Engineering, Business, and Liberal Arts. Beyond that, HFC has articulation agreements with the region's four-year colleges and universities. Through the University Center, a student can earn a bachelor's degree from one of three universities while remaining on the College campus. Additionally, the College recently launched its own bachelor's degree program in Culinary Arts. HFC offers a robust developmental education program, as well as many other academic support services. All this is accomplished with the full support and effort of a dedicated and competent faculty and staff.

*The opportunity and challenge for the new president will be to sustain and strengthen existing academic programs and services; ensure that the academic core remains central and relevant; and strike a balance between nurturing traditional academic offerings and*

expanding the community education and workforce training programs for which the College is known.



## Student Enrollment and Success

Due to its ties to the community, its low net cost of attendance, and its focus on improving degree attainment, Henry Ford College has had relatively stable enrollment, with slight fluctuations in recent years. Changing economic, demographic, and societal conditions may challenge efforts to sustain or grow enrollment in the future. The developmental education needs of students, retention challenges, the unpredictable and fluctuating demographic and economic realities of the State of Michigan, and increasing competition from other higher education institutions will require careful analysis, planning, competitive positioning, and resource allocation.

At the same time, the State of Michigan has recently created a Transfer Steering Committee and charged it with considering and recommending strategies that will increase the transferability and applicability of college credits between and among Michigan colleges and universities.

***The opportunity and challenge for the new president will be to attract, retain, and improve student persistence and progression to program completion and successful transfer to an advanced degree, or job placement or advancement in their field of study. The president will be able to engage and work with college and university leaders from around the state to establish degree pathways and other initiatives that contribute to the state's educational attainment and talent capacity goals.***

## Succession and Campus Climate

Faculty, staff, administration, the Board of Trustees, and the citizens of the community are proud of and embrace the College's mission, commitment to excellence, and community engagement. Henry Ford College strives to bring academic and intellectual success to its students as well as meeting the current and future needs of a changing community and region. The College has a strong tradition of shared governance and a long history of collective bargaining. Like many other institutions, HFC has experienced governance

challenges and labor relations challenges along with changes in presidential leadership over a relatively short period of time. On the one hand, there is a palpable sense of loyalty, dedication, and desire to work on strengthening internal communication, dialogue and collaboration, and advancing the College's mission. On the other, some groups have concerns about the effect of recent presidential transitions on the meaning and realization of a viable shared governance model, and the effect a new president may have on the College's governance structure. Nonetheless, the entire College community, including administration, faculty, staff, and students, looks toward the future optimistically, with a strong dedication to work with the new president to advance the health and growth of the institution. The Board of Trustees is committed and focused on a successful transition to new leadership.

*The leadership opportunity and challenge for the new president will be to learn about, be absorbed in, and embrace the campus culture, while reviewing major, recent changes in HFC's organizational structure. The new president must work to establish a strong sense of trust and commitment to the values of shared governance that are the hallmark of HFC and institutions of higher learning. Having achieved this, the new president must continue to serve the greater community and region by strengthening existing programs and services as well as developing new ones as conditions internally and externally change.*



## Qualifications for the Henry Ford College President

Henry Ford College seeks a visionary, entrepreneurial, and inspirational leader to nurture a culture of student success and foster a tradition of innovative educational and training excellence. The successful candidate will be one who can maintain the high standard for quality and continue the culture of collaboration in support of the College's mission. The successful candidate will be one whose education, experience, achievements, and personal characteristics most closely fit the College's leadership opportunities.

The following is a list of the most important characteristics for candidates:

- **SKILLS** *for continuing the strategic focus: a strategic, innovative, and visionary thinker.*
- **SKILLS** *to foster a culture of evidence and inquiry.*
- **EXPERIENCE** *in leading a diverse and complex organization.*
- **EXPERIENCE** *in creating and implementing community service programs.*
- **LEADERSHIP** and **EXECUTIVE EXPERIENCE** *at a senior level, indicative of leading a comprehensive community college.*
- **ACADEMIC CREDENTIALS** *appropriate for leading a college; a doctorate or other earned terminal degree is preferred.*
- **SUCCESSFUL EXPERIENCE** *in a collective bargaining environment.*
- **SOLID UNDERSTANDING** *of the teaching and learning environment.*
- **EXPERIENCE** *with local, state, and federal government, and corporate and private fundraising.*
- **ABILITY** *to work with a public governing board.*
- **EXPERIENCE** *with successfully managing budgets and finances.*
- **A PASSION** *for higher education and the role of community colleges in improving the quality of life of the nation's citizens.*
- **INSPIRATIONAL, VISIONARY, and CHARISMATIC LEADERSHIP**, *with demonstrated ability to work and interact effectively with internal and external stakeholders, including but not limited to elected officials; business, civic, and labor leaders; administrative leaders; students, faculty, and staff; and community members, neighborhoods, and citizens.*
- Excellent **COMMUNICATION** skills.
- High *ethical standards and personal* **INTEGRITY**.
- *A person who will be comfortable in any setting and who will maintain the highest* **VISIBILITY** *on and off campus.*

## Nomination and Application Procedure

The presidential search committee will begin a review of applications immediately and continue until an appointment is made. To assure full consideration, applications should be received by **January 15, 2018** 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) to:

[HenryFordCollegePres@agbsearch.com](mailto:HenryFordCollegePres@agbsearch.com)

**Please direct nominations and inquiries to:**

**Carlos Hernandez, Ph.D.**

Executive Search Consultant, AGB Search

[carlos.hernandez@agbsearch.com](mailto:carlos.hernandez@agbsearch.com)

201.850.7881

### **Equal Educational and Employment Opportunities and Non-Discrimination (EEO Statement)**

*The College is committed to equal employment and educational opportunities regardless of a person's age, race, color, religion, marital status, sex/gender, pregnancy, sexual orientation, gender identity, gender expression, gender transitioning, height, weight, national origin, disability, perceived disability, political affiliation, familial status, veteran status, genetics, or other characteristic protected by law in all College programs, services, activities, employment and advancement, including without limitation educational admissions practices, and access to, equitable treatment or employment compensation and benefits as required by state and federal laws. In accordance with state and federal law and local ordinances, the College prohibits and will not tolerate any form of discrimination.*

**Complete information about the HFC presidential search may be found by visiting:  
[hfcc.edu/presidential-search](http://hfcc.edu/presidential-search)**