

Dear Presidential Search Committee Members and Collin College Constituents:

After reading the profile regarding your search for a new president serving Collin College, I very enthusiastically apply as a candidate. The ideal characteristics specified in the presidential profile fit me as closely as does your institutional statement of core values.

In addition to the satisfaction of being able to capstone my career by serving as a longstanding president of Collin College until my retirement in ten or fifteen years, my wife, Julie, and I are very attracted to the possibility of living in the suburbs of Dallas. In addition to the amenities and culture, it will be a pleasure for Julie and me to represent the College, the district, and the state of Texas, not only regarding quality of education, but also at civic and cultural events. I have been blessed with career success for decades in several places, and because of that, we as a couple enjoy serving within the many circumstances that a large, complex organization like Collin College offers. I look forward to the possibility of bringing our broad experience; delivering a fresh outlook; collectively forming strategic plans and visions among students, employees, corporate neighbors, and nearby educational institutions; and gaining lasting friendships among Dallas.

Regarding the posting's discussion of outreach, one of my greatest strengths as a candidate is that I can deliver an immediate exchange of students, employees, and technology with Russia. I was blessed with a Fulbright scholarship to Russia in April of 2013, and I'm excited to bring those relationships and connections to Collin College. Another international achievement I can bring is that I'm an executive committee member for Hispanic Educational Technology Services, based in Puerto Rico. HETS is a bilingual distance-learning consortium that recruits and serves on-line Hispanic constituents globally. Examples of other international achievements are that when I was a faculty member, I was an early adopter of on-line technologies for uniting students and teachers worldwide.

My primary focus as an institutional leader is to attend to institutional and local topics first, and then branch out regionally, nationally, and internationally when we can. Occasionally I can do this directly, but mostly I prefer to seek and offer opportunities for others from the college and community to learn, serve, and grow through outreach: it's good for us as practitioners, and it expands the presence and image of the college in positive ways. For instance, I've just finished working on a project with AACC as part of the 21st Century Implementation Team for Faculty Engagement and Faculty Leadership Development Leading to Student Completion. Also, I'm active with national accreditative issues and encourage others from the college to participate. Participating in the accreditation of our sister institutions makes us much more knowledgeable about emerging trends in higher education and comfortable with accreditation practices and procedures, and we can bring that knowledge and comfort back to Collin College:

my college enjoyed a flawless accreditation review with no sanctions of any kind from the Higher Learning Commission a couple of years ago, and we're now an Open Pathways Institution. I've visited a dozen or so colleges as a PEAQ reviewer, I served as a self-study coordinator, I have experience not only as an AQIP evaluator but also as a trainer of AQIP evaluators, and I was a charter member and trainer for the HLC Assessment Academy. Additionally, added to the many training sessions I've led regarding social outreach and higher education in general, I've led several more national sessions specifically regarding the topic of higher education accreditation.

Fiscal management and resource generation are also among the strongest components of my candidacy. In addition to the educational finance coursework in my Ph.D., I also have an MBA which I earned after my doctorate. My college earned the Minnesota State Colleges and Universities *Excellence in Financial Management* award in 2011, and for FY14, we've just won The Minnesota Construction Association's annual *Project Excellence Award*. In January of 2014, Minnesota West has been designated as the fiscal agent for a 5.5-million-dollar energy grant from Excel Energy. Over the years as president, my other financial achievements are that I balanced the budgets of my college through the 2008-09 crash of our national economy; we constructed a 9.5 million dollar co-located YMCA on one of our campuses; we procured a 5.5 million dollar Health and Wellness Center addition and hundreds of thousands of dollars in alumni donations for equipment within it; and we've closed numerous under-enrolled programs upon faculty retirements, or negotiated retooling our faculty, then we combined student enrollment into similar academic programs. We also restructured food-service on all of our five campuses, converting cafeterias from cost centers into profit centers that have the additional benefit of local campus control. Lastly, our CFI and cash reserves doubled after my arrival.

I ask that you consider me for an interview to further discuss the match between us. President Israel has a long and distinguished record of service to Collin College and the Greater Dallas community, and I hope the same can be said about me in ten or fifteen years. If I can join you, I'll continue my history of consultation and understanding before I change anything, I'll respect your culture and traditions as part of our collective strategic planning for the future, I'll sustain your stable infrastructure and excellent finances, and I'll help expand your accomplishments and image. I'll also bring my sense of humor.

Thank you for your consideration,

Richard G. Shrubbs, Ph.D.