

March 10, 2015

Chancellor John Morgan
Tennessee Board of Regents
1415 Murfreesboro Road
Nashville, TN 37217

Dear Chancellor Morgan:

Please accept this letter and accompanying information as a formal expression of my interest in becoming the sixth President of Motlow State Community College. Upon review of the selection criteria, I am confident I meet the experiences and characteristics stated. Motlow College is an institution that aligns directly to my interests, knowledge, and training. I am well prepared to effectively move the college forward as a leader in higher education.

Community Colleges across the nation are facing exciting but challenging times. Tennessee stands at the center of a national movement to improve student success outcomes in higher education. Most notable in Tennessee are the significant changes in academic and fiscal policies through the Complete College Tennessee Act of 2010, clear targets established through the Drive to 55, and expanded access to higher education through the Tennessee Promise. Motlow College's challenge is not just to increase degree attainment but also maintain quality to ensure its region has a highly educated and skilled workforce for the future.

The synergy that exists between these state initiatives and Motlow College's reputation for innovation are the driving factors in my desire to seek a presidency at this time. With over 20 years of experience leading teams, individuals and organizations, I possess an aptitude for connecting and motivating others to accomplish goals. My leadership philosophy is best framed by Peter Drucker, "Management is doing things right, Leadership is doing the right things."

I began my professional career in manufacturing working first for the Pillsbury Company in Murfreesboro, TN. During this time I learned quickly how to effectively lead groups with generational, cultural, educational and economic differences toward operational goals. I transitioned into higher education because of an experience as an adjunct instructor. It was a life-changing experience that served as the catalyst for my transition into higher education. I accepted an opportunity to teach full time at South College and shortly after became their first Division Chair.

The majority of my higher education service is with Tennessee community colleges in Middle Tennessee. I have held positions with Columbia State and Volunteer State of increasingly greater responsibility. Working directly with the president at two community colleges provided clear insight into their roles and responsibilities. As such, I have intentionally sought opportunities within and beyond my professional roles to prepare for a community college presidency.

As a Maxine Smith Fellow, I completed an eight month fellowship with the Tennessee Higher Education Commission. This was an extraordinary opportunity to study the organizational design of Tennessee's public higher education system from the statewide level. I gained a deeper understanding and appreciation for the Tennessee Board of Regents System from this experience.

The combination of my community college administrative and teaching experience coupled with my industry experience provides me with an insightful perspective to lead Motlow College towards the state's 2025 vision and to build on its well established level of excellence. I would like to be a part of Motlow College's promising future as the institution's next leader. Thank you for the opportunity to submit my information. I look forward to your response. Please contact me if you have any questions.

Respectfully submitted,

A handwritten signature in black ink that reads "Shanna L. Jackson". The signature is written in a cursive, flowing style.

Shanna L. Jackson, Ed. D

Enclosed:

Statement Addressing Selection Criteria
Resume
References

Shanna L. Jackson



EDUCATION

Doctor of Education Degree in Administration and Supervision
Tennessee State University, Nashville, Tennessee **December 2007**

Master of Business Administration Degree in Management
Florida Agricultural and Mechanical University, Tallahassee, Florida **April 1993**

Bachelor of Science Degree in Business Administration
Florida Agricultural and Mechanical University, Tallahassee, Florida **April 1992**

PROFESSIONAL EXPERIENCE

Dean of Extended Services and Williamson Campus
Columbia State Community College, Franklin, TN **January 2010 – Present**

Responsibilities

- Provide leadership and administration for the Clifton, Lawrence County, Lewisburg and Williamson Campuses. Campuses account for over 40% of the total college enrollment.
- Provide leadership and administration for Columbia State's Center of Workforce Development (CWD) which includes the Governor's Highway Safety Officers Grant. CWD accounts for over 60,000 hours of regional workforce training.
- Oversee overall curriculum development, evaluation, and continuous improvement for the Film Crew Technology (FCT) and Commercial Entertainment (CEN) Programs.
- Develop and strengthen relationships with external stakeholders throughout the nine-county service area.
- Campus liaison for public and private postsecondary partners.
- Identify and align credit and non-credit strategies with regional workforce needs.
- Collaborate with campus stakeholders to facilitate student success activities, including recruitment, orientation, advising, and retention at the institutional and campus level.
- Collaborate with Division Deans and Campus Directors on the academic schedule.
- Foster a culture of inclusiveness at extended campus locations.
- Lead planning and evaluation activities for extended campuses, academic programs and the Center of Workforce Development.
- Develop and manage department budgets.
- Supervise and evaluate Extended Campus Directors and Executive for Workforce Development.
- Supervise and evaluate FCT and CEN full-time and part-time faculty.
- Seek external resources to support institutional initiatives and needs.
- Active member of College Leadership Council.
- Assist the President and Executive for Advancement with fundraising efforts for the Williamson Campus.

- Advise President of campus and community needs.
- Represent President at community functions and legislative events.

Accomplishments (selected listing)

- Served as part of the Leadership team for the planning, design, and development of the new Williamson Campus (\$42 million, 3-building campus).
- Developed relationships with community and government officials which garnered increase support for the new Williamson Campus.
- Facilitated program redesign initiatives and promotion activities with FCT program director which resulted in an enrollment increase of 300% from Fall 2012 to Fall 2014.
- Active member of the SACS QEP leadership and SACS compliance audit team which resulted in no findings and reaffirmation.
- Initiated and led the development of the 5-year strategic plan for the Center of Workforce Development.
- Conducted workforce needs assessments for Giles, Lawrence, Marshall, and Wayne Counties.
- Initiated a statewide Campus Administrators Seminar at the Williamson Campus.
- Initiated Regional Counselor Workshops.
- Facilitated the development of a 2 + 2 Agriculture Business program with Middle Tennessee State University.

Adjunct Instructor

Columbia State Community College

January 2012 – Present

Responsibilities

- Provide instruction and assessment of student learning for courses in the Business Division at multiple campus locations and in multiple delivery formats.
- Courses taught: Business Writing, Fundamentals of Sales and Service, Marketing and e-Commerce, Human Resource Management and Legal Environment of Business.
- Spring 2015 instructor for online Legal Environment of Business.

Accomplishments

- Developed a 15 week and 10 week online course for the Legal Environment of Business.

Executive Assistant to the President

Volunteer State Community College, Gallatin, Tennessee

March 2007 – December 2009

Responsibilities

- Provided strategic counsel to the college President.
- Developed institutional effectiveness plans and budget analysis.
- Led responses to confidential issues and complaints from students, parents, faculty and staff.
- Led institution-wide special projects for the college.
- Served as a liaison between the President and internal and external constituencies.
- Managed the institutional risk assessment footprint.
- Served on the behalf of the President at internal and external events.
- Coordinated the North Central P-16 Council.
- Served on President's Cabinet.

Accomplishments (selected listing)

- Led the feasibility study for the development of a new site in Robertson County (Highland Crest).
- Served as project manager and community relations leader during the development of Highland Crest.
- Led collaboration with community leaders in North Davidson County to explore strategies for site expansion.
- Active member of the SACS leadership team and the SACS compliance audit team which resulted in reaffirmation.
- Realigned the North Central P-16 Council activities to improve engagement and achieve strategic goals which resulted in a 50% increase in membership
- Served as the college liaison in the development of the Sumner County Educate and Grow Scholarship program.
- Served on the leadership team to develop the college's Diversity Plan.
- Under the direction of the President, organized the campus forums series to foster communication among administrators, faculty and students.
- Led cross-functional team of faculty and staff to develop the institution's core values.

Interim Vice President for Resource Development, Executive Director of College Foundation

Volunteer State Community College

March 2007 – May 2007

Responsibilities

- Provided leadership and administration for the Office of Resource Development and College Foundation.
- Led College Foundation's Executive Committee meetings.
- Supervised the Foundation Office staff.

Accomplishments

- Assisted in securing over \$300,000 in donations for Phase II of the Livingston Center.
- Assisted in obtaining funding for the 2007-2008 Presidential Scholars.
- Coordinated the Volunteer State College Foundation Board of Trustee Meeting.

Director, Off-Campus Sites

Volunteer State Community College

May 2000 –March 2007

Responsibilities

- Developed the academic schedule and coordinated registration activities for a degree-granting center, five teaching sites and embedded dual enrollment courses at area high schools.
- Managed operations and supervised staff at off-campus locations.
- Directed and managed the Dual Enrollment program.
- Developed and maintained relationships with county school directors, administrators, and guidance counselors.
- Coordinated with Divisions Deans and Faculty Chairs on faculty staffing at off-campus locations.
- Developed and managed budget for off-campus sites.
- Formulated unit reports and analysis of off-campus data.
- Assisted with continuing education program development and registration activities.

- Assisted Director of Business and Industry with contract training development and activities.

Accomplishments

- Increased dual enrollment headcount by 155% from Fall 2002 to Fall 2006 which contributed to 12.4% of total college enrollment.
- Increased high school participation from 16 to 29 schools from Fall 2002 to Fall 2006.
- Initiated a Dual Enrollment Faculty Orientation.
- Developed the Dual Enrollment Faculty Manual.
- Led the development of the Three-Year Off-Campus Schedule.
- Assisted with consolidating two teaching sites to Wilson Central High School.

Adjunct Instructor

Volunteer State Community College

January 2000 – 2003

Responsibilities

- Provided instruction and assessment of student learning for business and industry clients and continuing education students.
- Courses Taught: Managing Conflict, How to Build High Performance Teams, How to Sharpen your Business Writing Skills, Creative Problem Solving, and Time Management.

Department Chair, Business Division

South College, Knoxville, Tennessee

August 1997 – January 2000

Responsibilities

- Led curriculum development, evaluation, and continuous improvement for the following Associate of Science Degree Programs: Business Administration, Accounting, Computer Information Systems and Hospitality Management.
- Hired and evaluated faculty.
- Advised all students in Business Division programs.
- Developed academic schedule for Business Division courses.
- Selected and evaluated textbooks.

Accomplishments

- Developed, implemented, and assessed strategic plan for the Business Division.
- Initiated and coordinated activities for the Business Division advisory board.
- Developed new internship opportunities for students.
- Coordinated with students to initiate the Business Club to further engage students who were interested in pursuing business careers. Served as Faculty advisor.

Instructor, Business Division

South College

January 1997 – January 2000

Responsibilities

- Provided instruction and assessment of student learning for courses in the Business Division.
- Taught the following courses: Principles of Management, Principles of Macroeconomics, Consumer Behavior, Human Resource Management, Introduction to Business, Principles of Marketing, and Principles of Finance.

ADDITIONAL PROFESSIONAL EXPERIENCE

Team Leader, Cereal Packaging

General Mills, Toledo, Ohio

June 1996 – December 1996

Responsibilities

- Managed 3rd shift cereal packing operations.
- Directed and assigned duties for 50 union employees.

Management Coordinator, Dry Process Operations

Management Coordinator, Quality Assurance Operations Assistant

The Pillsbury Company, Murfreesboro, TN

June 1993 – June 1996

Responsibilities

- Managed 3rd shift dry processing operations.
- Led process improvement teams.
- Conducted capacity and usage studies.

APPOINTMENTS - BOARD MEMBERSHIPS (selected listing)

- Women in Business Steering Committee (Williamson County Chamber), 2012 to present
Chair, 2015
Vice Chair, 2014
- Franklin Tomorrow, 2011 to present
Secretary, Executive Board 2013 to present
- Breakfast with the Mayors Committee, 2010 to present
Co-Chair, 2015
- The TMA Group, 2014 to present
- Battle of Franklin's Trust, 2013 to present
- Franklin's Charge, 2012 to present
- Women in Higher Education in Tennessee, 2004 to Present
Executive Board, 2013 to present and 2005 to 2010
President, 2009
Conference Chair, 2013, 2008
- American Council of Education Women's Network State Representative, 2013 to present
- Tennessee Scholars, Tennessee Chamber of Commerce, Advisory Board, 2007 to present
- South Central Workforce Alliance Youth Council, 2010 to 2014
- Maury Alliance Workforce Development Committee, 2011 to 2013
- Regional Planning Commissioner, Mount Juliet TN, 2010 to 2012 (appointed by Mayor Linda Elam)
- United Way of Sumner County, 2009
- Tennessee College Association, Executive Committee, 2008 to 2009
- Tennessee Board Regents P-16 Oversight Committee, 2007 to 2009
- McGavock Community Education Board, 2003 to 2006
- Hunters Lane Community Education Board, 2000 to 2005

PROFESSIONAL AFFILIATIONS

- Community Based Education (COMBASE), 2012 to present
- Tennessee Alliance for Continuing Higher Education (TACHE), 2010 to present
- Women in Higher Education in Tennessee, 2004 to present
- Kaleidoscope Leadership Institute, 2003

INSTITUTION/SYSTEM SERVICE (selected listing)

- Member, Academic Audit Team CLSCC Public and Government Program, 2015
- Member, Academic Audit Team VSCC Fire Science Program, 2014
- Facilitator, TBR Access to Success Completion Academy, 2013
- Chair, Academic and Student Policies and Procedures Committee, 2012
- Member, Executive for Advancement Search Committee, 2010
- Member, Access and Diversity Grant Evaluator Committee, 2010 to 2012
- Member, Columbia State Vision Statement Committee, 2010
- Chair, Volunteer State Core Values Development Committee, 2009
- Member, Vice President of Resource Development, Executive Director of College Foundation Search Committee, 2007
- Member, Diversity Committee, 2006 to 2008
- THEC Off-Campus Policy Revision Committee, 2006

CIVIC- COMMUNITY ORGANIZATIONS (selected listing)

- Delta Sigma Theta Sorority, Inc., 2011 to present
- Williamson County Chamber of Commerce, 2010 to present
- Leadership Franklin, 2010 to 2011
- Leadership Wilson, 2008 to 2009
- Robertson County Chamber Education Committee, 2007 to 2009
- Lebanon Chamber Education Committee, 2007 to 2009
- Lebanon Kiwanis Club, 2007 to 2009
- Mt. Juliet Chamber, 2007 to 2009
- Societas Docta, Incorporated, 2007 to present
Interim President, 2011 to 2012
Vice President, 2009 to 2011
Secretary, 2008 to 2009

HONORS-AWARDS

- June Anderson Award, Women in Higher Education in Tennessee, 2011
- Fellow, Maxine Smith Program 2005 to 2006
- Outstanding Professional Staff Award, Volunteer State Community College, 2005
- Outstanding Faculty Member, South College, 1999

PRESENTATIONS (selected listing)

- Moderator, Battle of Franklin Sesquicentennial Signature Event, 2014
- Co-presenter, “*Building a Bridge to Graduation*”, COMBASE annual conference, 2014
- Presenter, “*Tennessee’s Community College System*”, Lipscomb Connect 2014
- Invited speaker, Williamson Chamber of Commerce, 2014
- Keynote speaker, Williamson County GED Graduation, 2013
- Moderator, Women in Higher Education in Tennessee Annual Conference, 2013
- Panelist, Leadership Brentwood Education Day, 2013
- Keynote speaker, Williamson County GED Graduation, 2012
- Panelist, Campus Administrators Summit, 2012
- Presenter, Leadership Franklin Education Day, 2012
- Moderator, Women in Higher Education in Tennessee Annual Conference, 2011
- Guest Speaker, THEC Executive Director’s Senior staff meeting, 2008
- Presenter, “*Dual Enrollment in Tennessee and its Effect on Persistence and Scholarship Retention of TELS Recipients*”, VSCC’s Professional Development Day, 2008
- Presenter, “*Analysis of Tennessee’s Community Colleges Off-Campus Locations*”, THEC Commission meeting, 2006
- Guest Speaker, TBR Chancellor’s Senior Staff meeting, 2006
- Presenter, “*Analysis of Tennessee’s Community Colleges Off-Campus Locations*”, Maxine Smith Fellows, 2006
- Presenter, “*Strategies for Increasing, Staffing, and Managing Dual Enrollment*”, VSCC’s Professional Development Day, 2006
- Presenter, “*Students’ perceptions of VSCC Dual Enrollment Program*”, Tennessee State University, 2005