

Richard Pagan, Ed. D.
Leadership Statement

I am a positive leader at heart and have practiced this form of leadership over my career. The role of a leader is to help build a positive climate whereby employees can perform at their best; to create and sustain positive relationships through encouragement and motivation that is optimistic; to demonstrate positive communication capitalizing on employees' strengths and what they contribute to the institution and lastly; positive meaning in the context of building community. As a leader I try to inspire collaboration and innovation, and to maintain the mission and vision of the institution at the forefront and to be genuine, transparent, sincere, and to always maintain my composure. I practice diplomacy and am politically astute. In all of my leadership roles the primary motivation for me to serve as a leader is that I truly enjoy working with people both internally and externally and believe that the heart of leadership is about serving people. I serve as the acting president during the college president's absence, and am comfortable working with political, community, business and industry, and higher education institutional leaders.

Over the years I have been intimately involved with strategic planning and accreditation in both public and private institutions. I have prepared for and have undergone accreditation reviews and affirmations with the Southern Association of Schools and Colleges, Accrediting Council of Career Schools and Colleges, and most recently preparing for a Four-Year Comprehensive Evaluation by the Higher Learning Commission. Presently I serve as the Accreditation Liaison Officer at my current institution for the Higher Learning Commission. Regarding strategic planning, I have extensive experience with the development, planning and implementation at both public and private sectors. I have served on planning councils and strategic planning committees and am thoroughly well versed in strategic planning, its development, and the importance it plays in the life of the institution. I understand the importance of strategic risk taking as it relates to moving the college forward. Through research and careful analysis of available data, calculated risks are essential in moving the college forward. These decisions should be transparent and presented to the college community to gain support. The community college today must be able to respond quickly to the needs of employers and industry within the college's service region. Seeking new ways of providing innovated solutions to education for today's students is also at the forefront of the community college. Creating flexible academic scheduling, hybrid learning environments, and employing technology in educating students is paramount to their success. As the needs of business and industry change due to rapid growth or the advancement of technology, such as in advance manufacturing, the community college, as the educational partner for business and industry, is to be providing educational and workforce training programs that are relevant, cutting-edge, and address the current and future needs of industry. These programs, to be successful, are to be jointly developed with industry support and input. Understanding market demand and employment needs within the college's service region is to be used to ensure new programs are 1) needed, 2) viable, and 3) sustainable.

My experience in developing sources of support include grant opportunities, donations, and working with the institutional foundation. I have managed several grants to include Dept. of Labor Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant, Chancellor's grants, the Dept. of Labor Bridging the Gap grant, and North Carolina's Golden Leaf grant. These grants are focused on career and technical training programs. I have also written grants including Carl Perkins Planning Guides. I have also been successful in garnering donations that include funding for program expansion as well as obtaining equipment and resources for program growth.

I have acquired extensive experience in fiscal management and stewardship which is diverse. I served as a resource manager while in the U. S. Air Force responsible for budgetary affairs, all equipment and assigned resources, including manpower. In higher education I have managed budgets and have learned to make informed decisions regarding fiscal stewardship to ensure academic and career-technical programs had the supplies/equipment and resources needed for supporting learning activities. I have managed both small and large budgets and am active in budget planning, resource allocation, conducting financial analyses, and budget forecasting. I have experience in fiscal responsibilities and processes in both the public and private for-profit sectors. This experience has been instrumental in developing a strong understanding of profit and losses and the importance of financial stewardship. Additionally, I understand the financial issues facing higher education institutions today and the importance of seeking alternative funding sources.

As one who enjoys meeting with external entities in furthering the mission of the institution, I have experienced that getting to know these entities in a more personal level establishes the foundation for building strong positive partnerships. The key behind developing interpersonal relationships both internally and externally is transparent communication. It has been my practice to listen intently and to understand what is being said or not said in forming these partnerships. The importance of the community college to seek out external constituents and partners is imperative for the success of the community college mission. Regarding a multi-campus community college, creating an atmosphere that is both inclusive and participatory clearly articulates a one college-multiple campuses message. Employees at all campuses are to be valued and recognized. Through involving faculty and staff across multi-campus to serve and collaborate on institutional committees and projects is an effective means of promoting and fostering communication that is college-wide. I have experience working at institutions that are multi-campus and was able to provide the leadership essential for the effective operation of those campuses. I understand the complexities and challenges that an institution with multiple campuses faces, but I also understand the benefit it brings to the communities each of the campuses serve.