

DATE: February 27, 2018  
TO: Wilfredo Nieves, President  
FROM: College Senate  
**SUBJECT: Senior Leadership**

Dr. Nieves,

As the President of the College, you have consistently engaged the College Senate in key institutional priorities. In your leadership role, you have created a climate which values the intricate role the faculty and staff play in key decisions affecting the College's fulfillment of its mission.

In light of your upcoming retirement, the selection of your replacement and other senior leadership are critical decisions for the institution. Selecting the *right* leaders, at this point in time, is the most critical strategic decision the institution faces. As a key stakeholder, the faculty and staff want a role in the selection process.

The College faces many challenges; among the most significant are the CSCU reorganization plan, addressing the declining enrollment and retention trend, and fulfilling the College's mission in an environment in which budgets continue to shrink. To address these challenges and to insure the College is on a sustainable path requires leaders with the following profile and track record:

- **Transformational Leader**
  - Mobilizes and energizes the faculty and staff around a vision that addresses the current internal and external challenges and identifies and seeks new opportunities
  - Knows how to implement change
  - Creates an environment based on collaboration, mutual respect, excellence, and innovation throughout the institution
- **Advocate for the Institution**
  - Creates an institutional narrative which highlights the uniqueness of the College's mission and knows how to *message* it
  - Demonstrates outstanding influencing skills to enhance the perception and position of the College in Hartford and throughout Connecticut
  - Secures resources to staff key College priorities
- **Emphasizes Operational Efficiency and Effectiveness**
  - Oversees goal setting, assigns accountability and monitors performance and take corrective action, when required
  - Supports academic and support services planning and evaluation
  - Management processes reflect an understanding of collective bargaining and contract terms and conditions

We (the College Senate) want to meet with you to discuss your thoughts on our proposed leadership profile. We also would like to engage in a discussion with you on the following questions:

1. What is the title and job responsibilities associated with the College's senior leadership position?
2. What is the selection process to fill this position?
3. What sources will be used to create the applicant pool? [internal, external]

We would like to meet with you as soon as possible. Please let us know your availability.