

Scott Rule, PhD

June 5, 2025

President Search Committee
North Florida College
325 Turner Davis Dr.
Madison, FL 32340

Dear Chairman Lyons, Vice Chair Washington, and Distinguished Members of the Screening/Search Committee and Board of Trustees:

After over 30 years working at numerous colleges and the state office of the Technical College System of Georgia, I am fortunate to have taken advantage of Georgia's remarkable retirement program. I am now looking to join another college – but no longer just any college. While I have investigated opportunities in Louisiana and Kentucky, I have come to realize that I wish to return “home” to a college in the Florida System. While my career has largely been in Georgia, I am originally from St. Petersburg, and my family still resides in and around Pinellas County.

I am eager to move into the Madison area, where I can, most importantly, quickly get imbedded in and connected with the community. And, while my focus will be to build our own program offerings at North Florida College, I am pleased to see that NFC has partnered with Valdosta State to ensure students benefit from the Florida 2+2 articulation agreement that is available among Florida institutions. I look forward to taking advantage of my familiarity with the Georgia technical college system and University System to strengthen this relationship with neighboring over-the-border institutions such as Wiregrass Georgia Technical College and Valdosta State University.

I can see that NFC is an institution where its faculty, staff, and Board members truly strive to provide the highest level of service to its community – students as well as employers, to improve their businesses, lives, and the lives of their families. While I believe I have always performed my job to the best of my ability in order to serve my college, I am now truly able to focus on others... coaching the next generation of college administrators, developing and supporting an outstanding and dedicated faculty and staff, and working closely with our business and industry partners to assess, prune, enhance, and expand our programs (both credit and non-credit) to closely align with local needs, which is vitally important nationwide, but especially in our rural communities.

As you search for the college's next leader, I know it is imperative that you find someone who values and can build on the college's history, recognizing the progress made over the years, embrace and continue current initiatives, yet also someone who will take this opportunity to bring a fresh perspective and energy. I look forward to working with NFC and the FCS leadership to continue to meet and then exceed the expectations of our partners, stakeholders, students, and employers – again, reinforcing existing strengths, yet also identifying new avenues of adventure, innovation, and success we would like to pursue, together.

As president of West Georgia Technical College (WGTC), I fully understood the value and necessity of providing professional development opportunities for individuals, businesses, education and government partners, and other entities. While I thoroughly enjoyed leading WGTC (and was in the middle of a large capital construction project with a new campus, new program development, technology infrastructure overhaul, and more), I am fascinated and energized just thinking about

bringing that expertise home to Florida and seeing how we can make NFC the model college in the state. While much of what I have done over the last 30 plus years in the Technical College System of Georgia can be put immediately to use at NFC (resulting, perhaps, in bringing some different best practices to play), I am just as excited to think how I can learn from the North Florida College and FCS ways of doing things – providing a unique opportunity to blend approaches for an even stronger operation.

A Leader with Experience - Having Both Breadth and Depth...

As your President profile outlines, the leader of NFC must understand the operations of the college, such as working closely with the Board; leading and guiding the senior administrative team; supporting the faculty; providing extracurricular opportunities for students, faculty, and staff; securing a safe working and learning environment; seeking and securing support and funding from the community, legislature, and other sources; ensuring federal, state, and locally generated funds are spent wisely, efficiently, and with an eye toward the future; and building strong relationships and partnerships with various entities. Indeed, considering budget is a vital resource that limits what we can accomplish, it is critical that your next President is familiar with the dynamics and complexities of budgeting and operations. I led WGTC in a seven-county rural area with over 7,000 students each semester and a budget of approximately \$47million. I have grappled with questions revolving around competitive salaries and compensation equity, facilities management, professional development for faculty and staff, fund/friend-raising, equipment obsolescence, and more. With issues such as these, I believe in a high level of transparency and inclusion of key stakeholders to make more informed decisions, especially where resources are limited.

From strategic planning to managing multi-million-dollar budgets to leading teams to accomplish goals, I will put these experiences to good use as I strive to make NFC the premier college in the state. As I have led most areas of a college, I always maintained a team approach. I find it vitally important to work closely with peers across the college, communicate sufficiently with those I report to, and serve as a coach and mentor to those who report to me. Indeed, this last has been my greatest discovery for the most successful leaders – supporting and actively assisting those who are in subordinate positions. If they are successful, then the entire department and college can be successful. I certainly endeavor to instill this mentality in my senior staff as well as up-and-coming mid-level leaders.

A Leader Who Listens to Stakeholders...

Yet, the focus for a President is not just internal. Thus, my first line of business will be to get to know all of the stakeholders of the college, including the members of the Board, the chancellor of the Florida College System, our state legislators, local chambers of commerce, business leaders, education partners, my executive leadership team, and especially the faculty and staff to determine the common and unique desires and goals for the college. As the saying goes, no man or woman is an island, and while I believe that, as President, I am to provide the overall vision and motive force for the college (and you can rely on me to do so), I must ensure that that vision aligns with the needs as expected by the NFC community. After all, success can only be recognized after accomplishing something that has been identified and agreed upon as a common goal. I look forward to becoming an active and valued speaker, participant, and leader in the area. Just as I have a history of serving on boards such as those with the Chambers, Healthcare System, and Library System in Georgia, I look forward to serving in the North Florida community on various chambers, clubs, and boards. I firmly believe that active involvement in the community is a vital component of leadership – a reciprocal relationship where I will not only serve personally but will encourage and support the other leaders within the college to do so as well. We need to establish, nurture, and build upon the relationships with the counties, businesses, local high schools (and middle schools), sister colleges and universities, and other existing or potential partners.

A Leader Familiar with Quality Education through Accreditation...

I see that the college is up for reaccreditation this year. I have had the pleasure of serving on numerous off-site and on-site accreditation review teams for the Southern Association of Colleges and Schools, Commission on Colleges. Further, early in 2020 (before the shutdown from the pandemic), I concluded training to serve as chair for subsequent visits. I am sure the internal team preparing for this visit has everything in hand, but I look forward to reviewing our materials as well and assisting with ensuring a successful visit. I am sure I will find that information personally helpful to expedite my immersion into the details of the college.

Looking to the future, while it will be a significant undertaking to comply with SB7044, since I have also served on visiting teams for the Council on Occupational Education (COE), visiting institutions in Florida and Arkansas, I am already familiar with alternative methods of review. Indeed, I also made frequent visits to my neighboring colleges in Georgia as I served on our in-state Performance Accountability Review teams. I am sure we, as a team, can identify and secure whatever future accreditation is appropriate for the college. In any case, I will certainly be ready to assist with any responses that may be required after the review is received from the SACSCOC visit. And, rest assured, I will be thoroughly familiar with “my” college by the time we have to prepare for our subsequent accreditation.

A Leader Familiar with the Current Dynamics of Higher Education... Ready to Move Forward...

Speaking of looking toward the future, it is critically important that we tackle the challenges and embrace the changes facing higher education today – such as the demographic enrollment cliff that is now upon us, artificial intelligence in our classrooms, budget uncertainties, and more. We must adopt and adapt new strategies and technologies to ensure our students’ success in this new world. It is truly a challenging time for all of us, and it is imperative that we implement strategies to build our student population, support our over-worked faculty, and embrace technologies and other tools to enhance our instructional and service delivery. Indeed, as I worked with my team at West Georgia Technical College during the height of the pandemic, constantly facing the unknown, I know we can continue our mission while ensuring the safety and wellbeing of our faculty, staff, and students. As educators, we have an awesome responsibility to continue our work – to provide opportunities for personal and professional development along with ensuring businesses and industry have the skilled workforce necessary for them to, in turn, continue their work.

There is so much more we can discuss – depending on what is of most interest or most concern for North Florida College and the communities in our service area. I am so excited about this opportunity to lead an institution that provides such a vital service to its constituency. The combination of associate degrees, bachelor degrees, university transfer pathways, certificate programs, and dual enrollment with high schools is critically important to ensure open access to post-secondary education, which is required to address the skills gap in today’s workforce – not to mention the higher skills necessary for many entry-level jobs for first-time job seekers. I look forward to speaking with you further about how, together, we can build on North Florida College’s history and future progress to make it the premier college in the state and beyond. Please feel free to contact me via phone at [REDACTED]

Sincerely,

A handwritten signature in black ink, appearing to read "H. Scott Rule".

Scott Rule, PhD

Scott Rule, PhD

EDUCATION

Georgia State University – Atlanta, Georgia
Degree: PhD, Educational Policy Studies
Concentration: Higher Education
Dissertation Title: Seventy Years of Changing Great Books at St. John's College

Kennesaw State University – Kennesaw, Georgia
Degree: Master of Business Administration
Concentration: Management

Southern Polytechnic State University (now, KSU) – Marietta, Georgia
Degree: Bachelor of Science, Computer Science
Concentration: Software Engineering

POST- RETIREMENT ACTIVITIES

Independent Education Contractor (2022-current)
The Registry for Interim Presidents, Peabody, Massachusetts

President (2023-2024)
Big Sandy Community & Technical College, Prestonsburg, Kentucky

Chancellor (2021)
Louisiana Delta Community College, Monroe, Louisiana

CAREER EXPERIENCE

Retired, 31 Years of Service in Higher Education in Georgia

President
(11/2017 – 1/2021)
West Georgia Technical College, Carrollton, Georgia

Responsible for all aspects of leading the college, developing a strong leadership team for operating the college, supporting and securing resources for faculty, working with community partners, maintaining a strong position with accreditors and state and federal government entities, and ensuring all is done with respect, energy, excitement, and within the confines of the budget.

The college serves over 9,000 certificate, diploma, and degree-seeking students annually across seven counties and five campuses. Additionally, West Georgia Tech provides non-credit training for local business & industry to meet the customized training and talent development needed by employers in the area.

Some Accomplishments:

- Upon entering position, investigated and resolved a TCSG-identified administrative issue requiring corrective measures in procedures, controls, organizational structure, and personnel.
- Navigated the state process for capital projects to secure \$50million to construct a replacement campus in Carroll County.
 - Secured an additional \$9million of state funding for FFE
 - Worked with the college foundation to immediately commit an additional \$1million toward the construction, with a plan to raise \$5million more during design and construction

EXPERIENCE (continued)

- Established a “Gap Funding” program through the college Foundation whereby students with outstanding balances at the start of the term are kept from being dropped for non-payment.
- Created new programs for the college to assist the construction industry demand for plumbers and carpenters. New classroom and lab facilities were included in the design of the new Carroll Campus.
- Successfully submitted the college’s Fifth Year Report to SACSCOC
- Earned the distinction of Leader College for Achieving the Dream
- Increased morale among faculty and staff (which had deteriorated due to previous leadership) via higher administrative transparency and communication, more frequent personal campus visits, training for supervisors, and providing opportunities for sharing ideas and concerns.
- Worked with Student Life to install video gaming systems at each campus to 1) provide additional “downtime” activities for students and 2) prepare the way to enhance our existing athletics program with eSports.
- Worked closely with the nine school system superintendents and the presidents of the University of West Georgia and Georgia Highlands College to coordinate dual enrollment opportunities for our high school students – growing WGTC’s dual enrollment program to become 22% of its total credit student population.
- Established a Lineman’s program for Carroll EMC and Greystone Power – customizing the curriculum to their specific needs as the college had done for other partners such as Swift Transportation, Kia Motors Manufacturing of Georgia, and Southwire.

Assistant Commissioner for Data, Planning, and Research (1/2016 – 04/2018)

Technical College System of Georgia, Atlanta, Georgia

Responsible for establishing systems and coordinating teams to collect, analyze, and present metrics necessary for the assessment of Georgia’s 22 technical colleges, to be used by the Commissioner, the college presidents, and various other internal and external stakeholders to improve student success.

Some accomplishments:

- Hosted a state-wide Enterprise Services information and training session that provided sessions for Registrars, Admissions Directors, Financial Aid Directors, SIS DBAs, Directors of IT, Title IX Coordinators, and Special Populations.
- Developed the TCSG Early Alert Management System (TEAMS) to assist colleges with identifying at-risk students.
- Established a “Red Tape Audit” similar to what I had established at Chattahoochee Technical College to review all State Board policies and procedures to identify obsolescence, inconsistencies, and unclear language.
- Provided training to the TCSG State Board and the TCSG College Presidents and VPs regarding data services available from the system office, including the system’s data warehouse, each college’s own Banner system, IPEDS, the Adult Education data system (GALIS), and the TCSG custom-built reporting system.

EXPERIENCE
(continued)

Vice President, Student Affairs and Technology Advancement

(11/2009 – 1/2016)

Chattahoochee Technical College, Marietta, Georgia

I provided leadership and oversaw strategic planning and budgeting for the various divisions of the unit including admissions, registrar, disability services, counseling and advisement, career services, international services, recruitment, athletics, campus life, and retention. I also led the community engagement team for Cherokee County, along with co-chairing the President's Community Advisory Council.

My oversight of technology included a staff of 20, maintaining nearly 4,000 computers that were distributed in classrooms, labs, and faculty and staff offices. In addition to strategic planning for necessary equipment and infrastructure, my responsibilities included guiding the database and custom programming staff to ensure student records were maintained and secured as well as overseeing the analysis of that data necessary for institutional effectiveness and strategic planning by the president and the various units of the college.

Some Accomplishments:

- Established an expectation for all my department Directors to perform a "Red Tape Audit" whereby all paperwork, processes, and other aspects of what we expect from students entering the college are streamlined, corrected, eliminated, or otherwise improved to ease and enhance the student experience.
- Due to the three-college merge of North Metro Tech and Appalachian Tech with Chattahoochee, enrollment jumped from 6,000 to over 9,000. And, over the subsequent three years, we grew enrollment (fall semester, credit) to nearly 13,000.
- Created a custom IT system to proactively monitor student records to identify combinations of courses that a student had already completed that would satisfy the requirements of any program of study (typically certificate level), even if that student did not declare it as his/her major. Contacting students and informing them that they had already completed a credential provided an immediate sense of accomplishment and additional motivation to continue their studies (usually an associate degree).
- In 2010, I assumed responsibility for International Services at the newly merged Chattahoochee Technical College. Initially assigned to an Associate Provost for International Relations, that position was dissolved, and I added that role to my current responsibilities – with a staff of experts to handle the details of I-20 processing for student visas. We hosted visiting dignitaries from countries such as China, Korea, Kenya, and Germany. Some were wishing to learn from us how to setup their own school – in nursing, for example. Some were interested in a curriculum development and faculty exchange program. Indeed, in early 2011, I travelled with the president to Changzhou China, where we visited Changzhou College of Information Technology (CCIT) to work out the details of shared curricula in Computer Information Systems and Supply Chain Management. Since that visit, we have shared syllabi and textbooks, and we assisted with finding instructors to travel to CCIT to assist with teaching the courses.

EXPERIENCE (continued)

- Also in 2011, as the result of an earlier visit to South Korea by a delegation from Georgia comprised of county, city, and school officials, Chattahoochee Technical College hosted a group of 25 South Korean high school students for a three-week Intensive English and American Culture program. While I was not involved early enough to join the delegation that visited Korea, I took the lead in hosting the group visiting the U.S. I reached out to partners at Southern Polytechnic State University for use of their dormitories, to Marietta City Schools for use of buses, to one of our Foundation Trustee members (who was, at the time, the president of Six Flags Over Georgia) for tickets to the park, and others in order to make the visit a success and cost-effective for the participants. I found it exciting to build relationships with community partners in order to pool resources for this outstanding program. In 2016, I was fortunate enough to travel to Japan and Korea, and I was pleased to be able to arrange to meet and visit with one of the chaperones and a couple of the former students from that program, all of whom are doing well.

Vice President, Research, Planning, and Knowledge Systems

(1/2009 – 10/2009)

Chattahoochee Technical College, Marietta, Georgia

This position was created to focus on very specific goals to accomplish the merger of Chattahoochee Technical College with Appalachian Technical College and North Metro Technical College:

- Successfully coordinated all efforts to secure SACSCOC accreditation for the merged college.
- Worked closely with Ellucian and Oracle consultants and coders as well as the TCSG central office technical staff to merge all three Banner student record systems.
- Provided strategies to the president and provost to map out a plan to merge three organizational structures – retaining and reassuring all faculty and staff, but restructuring administration to eliminate triplicate department heads while enhancing services to students by identifying new focus areas for talented existing leadership.

Vice President, Economic Development and Planning & Acting Vice President, Student Affairs and Facilities

(4/2007 – 12/2008)

North Metro Technical College, Acworth, Georgia

Vice President, Academic Affairs & Director of Operations for the Woodstock Campus

(7/2004 – 3/2007)

Appalachian Technical College, Jasper, Georgia

Computer Science Faculty and Chief Information Officer

(1/1995 – 6/2004)

North Metro Technical College, Acworth, Georgia

Systems Integration Specialist III

(1/1994 – 12/1994)

Board of Regents of the University System of GA, Athens/Atlanta, Georgia

**EXPERIENCE
(continued)**

Programmer/Computer Specialist III/Continuing Education Instructor
(7/1990 – 7/1993)
Kennesaw State University, Kennesaw, Georgia

**ACTIVITIES &
AFFILIATIONS**

Community

WellStar Douglas Hospital Regional Health Board (01/2020-12/2020)
Heard County Chamber of Commerce, Board of Directors (10/2019-12/2020)
Carroll County Chamber of Commerce, Board of Directors (07/2018-12/2020)
Douglas County Chamber of Commerce, Chairman's Club (01/2018-12/2020)
Coweta County School System, Superintendent's Advisory Council (07/2018-12/2020)
Troup County Strategic Planning Committee (11/2017-12/2020)
Sequoyah Regional Library System (three-county system)
Cherokee County Board Member (2007-2016) (Chair 2009-2016)
System-Wide Board Member (2008-2016) (Chair 2009-2016)
Cherokee County Chamber of Commerce, Governmental Affairs Council (2015)
Cherokee County School District, Technology Advisory Council (2015)
Cartersville-Bartow County Chamber of Commerce Board Member (01/2010-12/2011)
Boy Scouts of America (Pack/Troop 638 Adult Leader, 2003-2008)

Leadership Programs

Presenter, Executive Leadership Academy, Technical College System of Georgia (2016-2017)
Leadership Cherokee (Class of 2015)
Guest Speaker/Presenter and Administrative Liaison/Champion for the Chattahoochee Technical College Leadership Academy (2012-2015)
Dale Carnegie Executive Leadership Program, Chattahoochee Technical College (2010-2011)
Leadership Bartow (Class of 2008)
Executive Leadership Academy, Technical College System of Georgia (Class of 2006)
Cobb Education Consortium Leadership Academy (Class of 2000)
CEC Technology Taskforce Chair (1999-2001)

Professional Organizations

Douglas County Education Collaborative (2019-2020)
West Georgia Regional Educational Service Agency Board of Controllers (01/2018-12/2020)
Carrollton/Carroll County Education Collaborative (2017-12/2020)
American Association of Collegiate Registrars and Admissions Officers, Professional Activities Committee (2015-2016)
Technical College System of Georgia Vice Presidents of Student Affairs Statewide Peer Group – Vice President (2010-2012); President (2012-2014)
Southern Association of Colleges and Schools – Commission on Colleges Off-Site and On-Site Review Team Member (completed chair training, Fall, 2019)
Georgia Economic Developers Association (GEDA) (2007-2008)