

# Executive Director of Capital Planning and Real Estate

**COLUMBUS STATE COMMUNITY COLLEGE**  
COLUMBUS, OHIO



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COMMUNITY COLLEGE



# A Senior Leadership Opportunity

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The college invites expressions of interest and nominations for the position of executive director of capital planning and real estate, an extraordinary leadership post at a college renowned for its dedication to student success, closing equity gaps, and strengthening the Central Ohio community.



## Executive Director of Capital Planning and Real Estate

### POSITION SUMMARY:

As a senior-level management position reporting directly to the college's president, the executive director of capital planning and real estate will work closely with the president and his cabinet in overseeing the planning and implementation of Columbus State Community College's capital plan, and will be responsible for public-private partnerships and strategic community development initiatives associated with real estate and other capital assets. Engaging as a key strategist and integrator, the executive director will ensure plans and initiatives support the college's student success and workforce partnership strategies to advance equitable opportunities and outcomes.

#### ► Campus and Capital Planning and Implementation.

The executive director will provide high-level oversight and coordination of the college's Capital Implementation Plan, including regular updates and refinements. As part of this work, the executive director will provide direction to address complex sequencing challenges.

The executive director will work closely with and provide high-level strategic direction for other administrative units in the college responsible for space planning and utilization; facilities and maintenance; project management; and academic, financial and overall administrative operations. The executive director will also provide direction for any third-party services required to provide needed oversight and coordination.

The director of planning, design, and construction and a team of project managers will report to this position.

#### ► Columbus State Community Partners.

The executive director will also serve as the executive leader of Columbus State Community Partners (CSCP). In this capacity, the executive director will engage internal and external stakeholders from project inception to completion,

and collaborate closely with stakeholders, design and construction contractors, and developers to ensure successful project and program implementation.

### THE OPPORTUNITY:

The college's Board of Trustees and president, Dr. David Harrison, have spent the last decade focused on student success, affordability, and workforce development as key pillars in the college's strategic plan. The work has attracted notable financial support for academic, student success and workforce development initiatives.

#### ► The College's Master Plan.

In 2013, the college's Board of Trustees approved Columbus State's Master Plan, and thereafter sought to best use its college's facilities, land and physical assets to enhance the high-quality, affordable higher education option for students.

#### ► Community Development.

Since 2016, the college has been working with the City of Columbus on a development agenda for the areas surrounding the college's downtown Columbus campus, known as the Creative Campus District. In 2019, the Board of Trustees established CSCP as an affiliated not-for-profit organization to advance, encourage and promote the economic, commercial, industrial and civic development in the service areas in which the college operates. CSCP provides real estate and community development expertise, plus the capability to proceed on opportunities efficiently and in an expedited manner.

► **Campus and Capital Planning and Implementation.**

In 2020, for the first time in its history, the college secured public support to modernize and grow its facilities in Franklin County. The \$300 million bond issue was approved by 60% of Franklin County voters. These monies are being used to upgrade and modernize college-owned academic buildings, parking assets and technologies; provide new facilities to accommodate targeted areas of growth and emerging regional economic opportunities; and provide additional leveraging opportunities for corporate and other public and institutional partners who rely on the college for talent.

In 2021, the college engaged a planning team to establish a detailed strategic Capital Implementation Plan and define project priorities for the college's capital investments. This work is also providing some additional refinements to the college's 2013 Master Plan and has helped inform the development opportunities on and near the campus edges. The college expects this Capital Implementation Plan to be completed in early 2023.

These and other strengths have led to recognition of the college as a national leader in developing solid public-private and other partnerships to advance strategic outcomes. Other notable strengths include a maturing Foundation, a highly productive Grants Office, and many substantive partnerships across the landscape of higher education, civic, non-profit, corporate, and other organizations that collectively position the college to dramatically expand its impact and provide an exciting leadership opportunity.

The executive director will work in close partnership with college leaders, developers, various public and private stakeholders — including the Discovery Special Improvement District, Creative Campus, and others — to plan and implement capital, community development and real estate initiatives that support the college's mission. The executive director will support the college's goals for student success, meeting employers' workforce needs, and advancing equitable opportunities and outcomes.

**ESSENTIAL JOB FUNCTIONS:**

► **Leadership, Supervisory Responsibilities and Oversight**

Provide vision, high-level integration and leadership on capital, community development, and real estate initiatives to effectively support the development and advancement of the college's strategic goals. Cultivate and strengthen public-private partnerships to advance a bold, collective vision to serve college and community priorities.

Work closely with the president, college leadership and others to explore and provide strategic leadership for the continued planning, refinement and implementation of the college's capital projects, community development initiatives, and strategic real estate opportunities that support partnerships, improve the student experience, and advance strategic goals.

Facilitate and coordinate with college leaders on strategic planning, capital planning and prioritization in the areas of real estate acquisitions, project development and strategic partnerships.

Lead and supervise a team that includes the director of planning, design, and construction and a team of project managers. In partnership with other leaders, provide direction for facilities management and deferred maintenance. Strategically engage and manage third-party resources (consultants, owner's reps, etc.) as required.

Establish and implement systems and tools that are efficient and instill confidence in the processes necessary to plan and implement complex capital, real estate and community development initiatives, with a high priority on quality integration and communication between and among stakeholders.

Establish and maintain a standard of excellent service to stakeholders including internal customers and external partners. Build a culture and organizational structure of proper stewardship of resources. Administer budgets in collaboration with the college's Business Services Office.

► **Execution**

Embrace the 10-year vision and execute multiple projects of differing complexity simultaneously. Work closely with the user/client team (faculty, staff, and administration) to execute projects including new construction, substantial renovation, and routine campus updates. Manage the RFP process. Lead program management efforts for each project to ensure timely and cost-effective execution, communication and active engagement with key stakeholders, both at the college and in the community, depending on the project. Leverage Columbus State's leadership in the community as a catalyst for partnerships, funding, and influence. Work in close collaboration with developers, city, county, and state planners, neighboring institutions, Columbus State associates, and others to realize a shared vision that will have a decades-long impact.

► **Board Engagement**

Work closely with the president, other college leaders, and the CSCP board chair and engage with the Board of Trustees and the Columbus State Foundation to ensure strategic alignment and integration of priorities and agendas among the boards and with other governance and leadership groups.

## CORE COMPETENCIES AND ABILITIES REQUIRED:

- Community planning
- Public-private partnerships
- Architecture, design, construction management
- Ability to manage a 10-year vision and weekly deliverables simultaneously
- Strategic perspective and a proven ability to integrate work across multiple related initiatives
- Business acumen, including strategy, business planning, data analysis and negotiations
- Project management, including complex internal and external stakeholder engagement and management
- Communications
- Board relations experience
- Executive leadership

## MINIMUM EDUCATION AND EXPERIENCE:

- Bachelor's degree required; MBA or JD preferred
- Minimum of five (5) years of executive leadership, contract negotiations, community engagement and partnership development preferred
- Experience with public/private real estate partnerships preferred
- An appropriate combination of education, training, coursework, and experience may qualify a candidate who may not otherwise meet minimum requirements

## KNOWLEDGE, SKILLS AND ABILITIES:

**Knowledge of:** best practices in community planning; capital planning and implementation; architecture, design and construction management; and complex real estate transactions and partnerships including financial analyses, large-scale construction projects, and project management.

Proven ability to establish and nurture strong partnerships internally and externally. A track record of achieving “win-win” outcomes will be key.

**Skill in:** strong verbal and written communications; listening; organization; collaboration; strong interpersonal skills; anticipating and managing change with an understanding of the contexts, cultures, and politics within institutions that impact implementation; cultural awareness; building trust and credibility; analytics and dissemination of data; creating reports.

**Ability to:** apply management principles to practical situations; develop and maintain effective working relationships with donors, community partners, boards of directors, coworkers, supervisors, students, general public, and other contacts; multitask; work effectively with diverse array of civic, elected, corporate and other partners, and student, staff, and faculty populations; maintain confidential and sensitive information.





## About Columbus State Community College

Columbus State Community College is one of the largest community colleges in Ohio and in the nation, serving more than 40,000 students annually. With a nearly 60-year history, we serve students from all backgrounds and seek to cultivate an equally diverse workforce. Columbus State offers more than 200 programs leading to a variety of associate degrees and certificates. In addition, Columbus State has 2,500 dedicated employees with decades of service who work alongside new talent to share knowledge and experience. The college is fully accredited by the Higher Learning Commission.

Columbus State's mission is to educate and inspire, providing our students with the opportunity to achieve their goals. Our vision is that the college is Central Ohio's front door to higher education and a leader in advancing our region's prosperity. Our strategic plan is grounded in three priorities: **Student Success**, **Workforce Development**, and **Civic Engagement**.

Columbus State is based in Ohio's largest city, a growing metropolis with a vibrant urban core that is home to our main campus. Our flagship Columbus Campus is located in the downtown Discovery District, proximate to the Columbus Museum of Art and the main branch of the Columbus Metropolitan Library.

Columbus State's footprint extends beyond the urban core. Our Delaware Campus, opened in 2010, serves students in the fastest-growing part of the region. Regional Learning Centers, Industry Sites or Educational Partner Sites are located in Grove City, Marysville, Columbus, Reynoldsburg, and Westerville. Our Dublin Center, part of the Integrated Education Center at

Ohio University's Dublin Campus, opened in 2015 and features outstanding medical education facilities. The Southwest Center at Bolton Field is home to the College's Aviation Maintenance and Fire Science programs.

A robust economy, strengthened by the city's collaborative spirit, has helped Columbus become one of the fastest-growing cities in the nation – the 14th largest, right behind San Francisco. The Columbus region offers excellent public schools, world-class performing arts, collegiate and pro sports, thriving nightlife opportunities, and an inclusive community. Still, Columbus remains affordable for young professionals and families, with a diverse array of welcoming neighborhoods. In short, Columbus is a great place to live, work, play, and raise a family, and is routinely listed among the nation's most livable and opportunity-rich cities.

Columbus State has emerged as a key player in the region's prosperity. Embracing a partner-first ethos, the college has established itself as a go-to resource for regional employers seeking to hire and retain talent in key industries including information technology, medical science, logistics, business



**THE COLLEGE FOOTPRINT SPANS THE GROWING CENTRAL OHIO REGION.**

management, modern manufacturing, and more. In a region rich with four-year colleges and universities, Columbus State is increasingly seen as the affordable path to a bachelor's degree. Preferred Pathway partnerships with nine Ohio colleges and universities (including The Ohio State University) allow students to pursue a low-debt or no-debt bachelor's degree.

Columbus State is among the most active community colleges in the country in leveraging external funding to support programs. Last year, Columbus State had 98 active grants from federal and state agencies, corporations, philanthropic organizations, and other sources with a total value of \$70.4 million.

The college is a flagship institution for the National Science Foundation-Advanced Technological Education (NSF-ATE) grant program, with 14 awards over the last six years, more than any other community college. Columbus State boasts relationships with a variety of other funders, including active awards from the USDOE Title III Strengthening Institutions, USDOE Investing

In Innovation (i3), and HRSA Health Career Occupation Program (HCOP) programs. Columbus State has supported first generation and low-income students through three USDOE TRIO programs for over 15 years.

Columbus State is focused on delivering solutions to serve the whole student, recognizing that learning can only be successful when basic living needs are met. If students struggle with paying tuition and making ends meet, they are also likely coping with problems with consistent shelter and food insecurity. The college seeks to play an important role by making sure they are taking advantage of the supportive benefits available to them. Toward that end, Columbus State is actively partnering with community organizations as a convener of support services, broadening our outlook of what it means to be a provider of higher education.

## NATIONAL RECOGNITION

Of 1,200 American community colleges, Columbus State is the only institution in the nation to earn three key distinctions for its work to help students start strong, stay on course, and graduate with great outcomes:



### Guided Pathways

Columbus State is one of 30 colleges selected by the American Association of Community Colleges (AACC) to develop next-generation academic and career pathways designed to ensure gains in completion of both two- and four-year degrees as well as greater marketability for graduates.



### Achieving the Dream Leader College

Two hundred of the nation's 1,200 community colleges are members of the Achieving the Dream (AtD) network. In 2015, Columbus State was one of 19 AtD colleges awarded Leader status for its commitment to improving student success and closing achievement gaps among historically at-risk students.

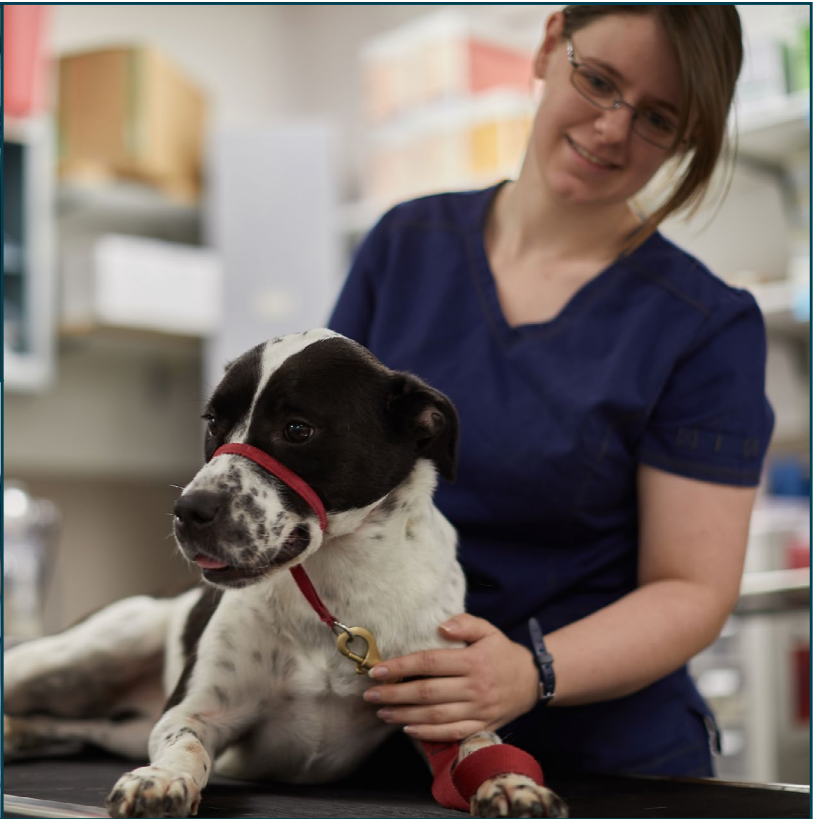
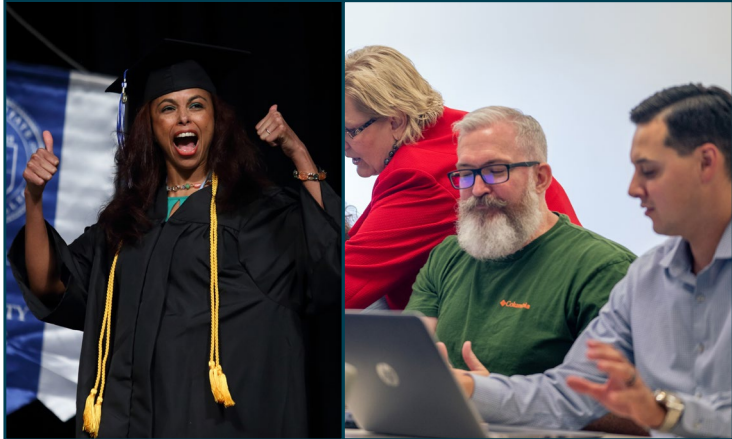


### The Right Signals Initiative

Right Signals, supported by a grant from the Lumina Foundation, has identified Columbus State as one of 20 colleges entrusted with developing a new credentialing model to more clearly articulate graduate credentials and capabilities to employers.

**Leah Meyer Austin Award Winner** Columbus State is one of two winners of the 2019 Leah Meyer Austin Award. It's the highest honor a college in the Achieving the Dream network can earn. The award has been given annually since 2009, and since then only 16 of the nation's 1,000-plus community colleges have been recognized. Columbus State earned the award by producing significant gains in course completion, retention, and graduation rates, and narrowing equity gaps. AtD also praised Columbus State's leadership in the Central Ohio region, taking note of key partnerships the college has established with high schools, universities, and local industries.

**Racial Equity Leadership Academy** Columbus State is one of 10 leading community colleges in the nation to further its racial equity work through participation in Achieving the Dream and USC Race and Equity Center Racial Equity Leadership Academy, a practitioner-guided academy designed to break down institutional barriers to racially minoritized student success. The Academy will provide the college with critical opportunities to enhance and promote its commitment to racial equity at every institutional level by engaging with other AtD community college leadership teams in a year-long facilitated exploration of tools and tactics to scrutinize and dismantle structures and policies that hamper racially equitable student outcomes, through a deep focus on designing effective strategies and projects to articulate principles of racial equity into an actionable framework.



## Points of Distinction

- ▶ Students cite the **incredible dedication of Columbus State faculty and staff** to all learners, especially those who struggle with significant life challenges.
- ▶ Columbus State is **one of the largest and most comprehensive colleges in Ohio**, serving more than 40,000 students annually.
- ▶ **Preferred Pathway** partnerships with nine Ohio colleges and universities allow Columbus State Community College students to pursue a **low-debt or no-debt bachelor's degree**.
- ▶ Columbus State has led the way in **academic achievement** by creating a portfolio of over 50 student success interventions. As a result, between 2011 and 2015, course **success** rates for all incoming students **increased by nearly 5%**. Over the same period, the **gap** in course success rates for **African-American** students decreased by **24%** and the same shortfall for **low-income** students was **cut in half**.
- ▶ Because of a strong academic foundation, Columbus State is extremely successful in the **grant-writing** arena, with 98 active grants from federal and state agencies, corporations, philanthropic organizations, and other sources with a total value of **\$70.4 million**.
- ▶ In March 2020, Franklin County voters invested in Columbus State as a trusted partner to help advance economic mobility, workforce innovation, and regional strength by passing Issue 21 by a 60-40 vote. The bond issue secured \$300 million to modernize Franklin County campus facilities, labs, and learning and community spaces to support equitable student success and prepare students for the future of work.
- ▶ In August 2019, Columbus State opened the new home for its **School of Culinary Arts and Hospitality Management, Mitchell Hall**. The state-of-the-art facility was made possible through private-public partnerships, including a **\$2.5 million gift** from renowned restaurateur Cameron Mitchell and Cameron Mitchell Restaurants.
- ▶ President Harrison led the formation of **The Central Ohio Compact**, a regional strategy among K-12 and higher education leaders to help more students **succeed in college and in the workplace**. The Compact's goal is that 65% of Central Ohioans will have a postsecondary degree or certificate by 2025. The JPMorgan Chase & Co. New Skills at Work Initiative funded the Compact with a **\$3.5 million investment**. In 2019, JPMorgan Chase & Co. announced an additional **\$1 million investment** to provide students with necessary education and skills to secure well-paying, high-demand **jobs in technology-related fields** in the Central Ohio region.
- ▶ The College is a leader in **The College Credit Plus Program**, an Ohio Department of Education strategy aimed at increasing educational attainment. The College has partnered with high schools to offer students in grades 7-12 College Credit Plus classes that fulfill high school graduation requirements and qualify for Columbus State credit. The College Credit Plus program accounts for 20% of Columbus State's enrollment.



- ▶ Columbus State has a rich history of **comprehensive career and technical programs** and is a dynamic engine for **workforce development**. Here are some examples:
  - **Intel** has identified **Columbus State as a key educational partner** in helping to revitalize U.S. semiconductor manufacturing, education, and research as part of a historic \$150 million investment.
  - **Amazon Web Services** is working with Columbus State to make the company's cloud computing platforms consistent with College's curriculum and training for IT employees. Columbus State is one of just **two community colleges** in the country identified by Amazon as ideal partners for this work.
  - **Apple** has named Columbus State as one of only **six community colleges** in the nation to develop and teach courses on Apple's Swift programming language. Moreover, Apple has designated Columbus State as an **Apple Distinguished Program**.
  - Through Columbus State's **\$11.5 million Investing in Innovation** grant from the U.S. Department of Education, local high school students participated in **job-shadowing sessions** at Nationwide Children's Hospital. Teachers at the same school completed **externships** at Nationwide and integrated what they learned into their coursework. This fall, participating students will take Columbus State classes in the high school, giving them a head start on a college degree.
  - Columbus State has **partnered with Nationwide** to expand the College's successful earn-and-learn education model in modern manufacturing and information technology to the financial services industry. Through the Nationwide Financial Services Professional Apprenticeship, students can launch their career while earning their associate degree in Business Management, Finance, or Accounting. Students learn part time and work part time while earning wages that cover tuition costs and help them avoid college debt.
  - Columbus State partners with the American Electric Power Foundation, which has invested a **\$5 million grant** to engage local high school students with **STEM**-related opportunities and create pathways in STEM-related fields.
- ▶ The College quickly responds to help **displaced workers** who lose employment through industry disruptions like the one affecting the retail industry. In 2017, Columbus State mobilized a **Retail Rapid Response Team**, convening a dozen experts from across the College to assist hundreds of retail workers facing unemployment.
- ▶ Columbus State is the region's most **diverse** higher education institution. For example, students from underrepresented racial and ethnic groups composed **nearly 41%** of the College's student body in 2017. Columbus State Community College has attracted students from **130 countries**.
- ▶ Columbus State is committed to **social impact and civic engagement**.
  - In 2015, the College launched **Courageous Conversations**, a series aimed at facilitating dialogue on civility and human rights.
  - Columbus State holds an annual **Day of Service**, where hundreds of students, faculty and staff volunteer at dozens of locations around the area, totaling nearly 2,500 hours of service each year.
  - In 2018, Columbus State adopted **Four Pillars of Student Financial Stability** and is actively partnering with community organizations to help solve issues of housing and food insecurity for our students.
  - In October 2019, the **Mid-Ohio Market at Columbus State** opened on the Columbus Campus. Developed in partnership with the Mid-Ohio Food Collective and supported by a grant from the Cardinal Health Foundation, **the market helps address food insecurity** for students and other area residents.
- ▶ In 2017, *Military Times Magazine* ranked Columbus State in the top five on the "**Best for Vets**" list in the Career and Technical category.
- ▶ In 2018 **OnlineColleges.com** ranked Columbus State in the **top three** of Ohio's community colleges.
- ▶ Columbus State has consistently balanced its budget and just received an **A1 bond rating from Moody's and an AA from Standard & Poor's**.





## Dr. David T. Harrison

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Dr. David T. Harrison became the fifth President of Columbus State Community College in July 2010. Serving more than 40,000 students annually, Columbus State is one of the largest and most comprehensive colleges in Ohio. Through its campuses in Columbus and Delaware County and its six regional learning centers, the college serves students from all 88 counties in Ohio, provides more online learning opportunities than any college in the state, and contributes nearly a billion dollars in regional economic impact.

Under Dr. Harrison's leadership, Columbus State has led the region in expanding access to affordable bachelor's degrees through innovative university 2+2 partnerships through the Preferred Pathway program. He led the formation of the Central Ohio Compact, a regional strategy among K-12, higher education, employer, and community organization leaders to help more students succeed in college and in the workplace.

In 2012, Columbus State was named an Achieving the Dream college, a national initiative to help more students earn college credentials with an emphasis on first generation students,

students of color, and low-income students; and in 2015, the college received Achieving the Dream's esteemed designation as a Leader College. Most recently, Columbus State was awarded Achieving the Dream's Leah Meyer Austin Award, the highest honor bestowed on a college recognizing student success and decreasing achievement gaps.

Dr. Harrison came to Columbus State with extensive experience building successful community partnerships. As Vice Provost for Regional Campuses at the University of Central Florida, he worked with community colleges to create the Central Florida Higher Education Consortium and the nationally recognized DirectConnect to UCF program. Prior to joining UCF, Dr. Harrison served in leadership roles at Seminole State College in Florida and at Sinclair Community College in Ohio. He holds a Ph.D. from The Ohio State University, an MBA from the Katz Graduate School of Business at the University of Pittsburgh, and a bachelor's degree in Chemical Engineering from the University of Dayton.



# The Columbus Region

Columbus State Community College is located in Ohio's capital and has been called the emerging capital of the Midwest. As noted by The Columbus Region (<https://columbusregion.com/>), since 2010 the area has led the Midwest's largest metros in job, population, and GDP growth. The region is home to the headquarters of 15 Fortune 1000 companies, innovative start-ups, high-quality academic institutions, major research entities, excellent healthcare, amenities that rank among the nation's best, and an array of restaurants featuring cuisine to suit any palate.



- ▶ In 2020, SmartAsset.com identified **Columbus as a top 5 U.S. city for work-life balance**, a top 10 city for college graduates, and a Best City to Work in Tech.
- ▶ Columbus was ranked one of the **Best State Capitals to Live In** (No. 6) by WalletHub in 2019.
- ▶ Columbus has been ranked a **top 10 best metro** for millennials to live and work (New York Times 2020) and a top 10 city for young, growing families (CNBC 2019).
- ▶ According to Business Insider, three Central Ohio suburbs (Dublin, Bexley, and Grandview Heights) **ranked in the nation's top 50 suburbs** for 2019.
- ▶ Delaware County, home to Columbus State's second campus, was ranked **11th happiest in the U.S.** by SmartAsset.com (2018) and a top 10 healthiest county in the U.S. by U.S. News (2019).
- ▶ The overall **cost of living** for the Columbus region is lower than the national and Ohio averages. (columbusregion.com)
- ▶ With **52 college and university** campuses, the Region boasts one of the highest concentrations of college students in the U.S., totaling more than 134,000 students. (columbusregion.com)
- ▶ **U.S. News & World Report** consistently ranks Columbus healthcare among the best in the country.
- ▶ Airports Council International ranked The John Glenn Columbus International Airport **#3 in North America** in 2017.
- ▶ Columbus has earned national attention as a **top travel destination**. In 2019, The New York Times named Columbus one of its 52 Places to Go, TripAdvisor named the city a top place to visit, and Food & Wine magazine called Columbus a top city to go and eat. For more information on the food scene, check out [columbusmonthly.com/foodanddining](http://columbusmonthly.com/foodanddining).
- ▶ **The Columbus Arts Community** has led U.S. News & World Report and Expedia to spotlight the city as a place to visit. [columbusmakesart.com](http://columbusmakesart.com)
- ▶ Independent national rankings have cited **Columbus for having the #1 zoo, the #1 science center, and even the #1 ice cream**. [columbusregion.com/moving-here/things-to-do/](http://columbusregion.com/moving-here/things-to-do/)
- ▶ Site Selection Magazine has named Columbus a **Top Ten Metro** for the past seven years running.
- ▶ Entrepreneur.com identified Columbus as one of **25 Cities Worth Moving to if You Want to Launch a Business** (2015).
- ▶ In 2016 Money Magazine recognized Columbus as **Best in the Midwest**.

# Process of Candidacy

To assure the most favorable consideration, applications should be received on or before March 2, 2023, and include a resume and cover letter. Women and individuals from underrepresented minority groups are encouraged to apply. The college will review applications and continue work until an appointment is made. Please submit applications and direct questions to **Nick Hardin** at **NHardin@csc.edu**.

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Columbus State Community College is committed to supporting a respectful and productive learning, athletic and working environment free of discrimination and harassment. The College prohibits discriminatory or harassing behavior based on a protected class by or against students, employees, persons participating in a College program or activity, vendors and College visitors. Columbus State recognizes the following protected classes: sex, race, color, religion, national origin, ancestry, age, disability, genetic information (GINA), military status, sexual orientation, pregnancy and gender identity and expression.

The College adheres to all relevant requirements of the Ohio Public Records Laws. Every effort will be made to keep inquiries and applicant materials confidential, to the extent permissible by law.

To perform this job successfully, an individual must be able to perform the essential job functions satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions described in this position description. Since every duty associated with this position may not be described herein, employees may be required to perform duties not specifically spelled out in the job description, but which may be reasonably considered to be incidental in the performing of their duties just as though they were actually written out in this position description.