



POSITION PROFILE

PRESIDENT

GERMANNA COMMUNITY COLLEGE

ABOUT GERMANNA

The Virginia Community College System provides programs and courses of instruction through the associate-degree level, encompassing occupational-technical education, college transfer education, general education, developmental education, continuing education and workforce development. With 23 colleges located on 40 campuses throughout the state, Virginia's community colleges provide access to quality higher educational opportunities and workforce training throughout the Commonwealth for over 225,000 credit students and nearly 175,000 non-credit students. The VCCS aims to become a model institution for diversity and invites multicultural professionals from all backgrounds to contribute to its aspiration for building an inclusive community where everyone is given equal opportunity to reach their full potential.

"The Virginia Community Colleges are the crown jewel of the Commonwealth!"

- Tim Kaine - 70th Governor of Virginia

As a part of VCCS, Germanna Community College was established in 1970 and is a comprehensive community college providing quality, accessible, and affordable educational opportunities for the residents of the City of Fredericksburg and the counties of Caroline, Culpeper, King George, Madison, Orange, Spotsylvania and Stafford.

The College is governed by policies set by the State Board for Community Colleges with support and advice from the Germanna College Board. Primary funding for the College is provided by tuition and the state, supplemented by contributions from local communities. GCC serves over 12,000 students a year, with superior faculty and staff dedicated to creating a premier learning environment. GCC takes pride in its effective participatory governance structures and processes.

As a public, comprehensive community college, GCC provides accessible, high quality educational and training opportunities that address the communities' diverse and changing learning needs.



THE OPPORTUNITY

After 10 years of distinguished leadership and service, Dr. David A. Sam, Germanna's 5th president, has announced plans to retire at the end of June 2017. With the retirement of Dr. Sam, GCC is seeking its next president. Several priorities and key characteristics have been identified for the next leader:

Leadership: Ability to provide strong leadership and guidance, including the need for a professional who understands and is passionate about GCC's core values and unique student experience. Must be a strong communicator who can actively engage with the community and is adept at fostering interpersonal relationships, with a passion for community college education and proven decision-making capabilities. A priority will be the selection of several vice presidents.

Student Recruitment and Success: Must be able to seek out ways to increase enrollment through recruitment and retention. These will include the implementation of new programs based on the needs of the region, strengthening student success programs, promoting academic transfer programs and guaranteed admission agreements with universities and increasing financial aid and scholarships to enhance student access while continuing Germanna's journey as a learning centered college.

Budget: Must have a vast knowledge of fiscal best practices and demonstrated ability to work with federal, state and local governing and advisory boards to continue and expand upon previously successful construction projects and fundraising initiatives. Must be an effective fundraiser who can articulate Germanna's long-term vision to potential donors and match wish lists with economic reality and budgetary restrictions. Ability to network and build relationships with potential donors is key. Maintaining a high public profile and collaborating with county officials and sister colleges are high priorities. They are vital in promoting efficient funding management, as well as helping to boost economic development in the communities we serve.

Reputation: Much effort has been spent building solid relationships in the communities served by GCC. Relationships must be maintained with stakeholders that include public school systems, businesses and industries, donors and alumni. The next president must have the ability to cultivate strong relationships with faculty, staff, students, business leaders and community members, and to attract, develop and retain outstanding faculty.

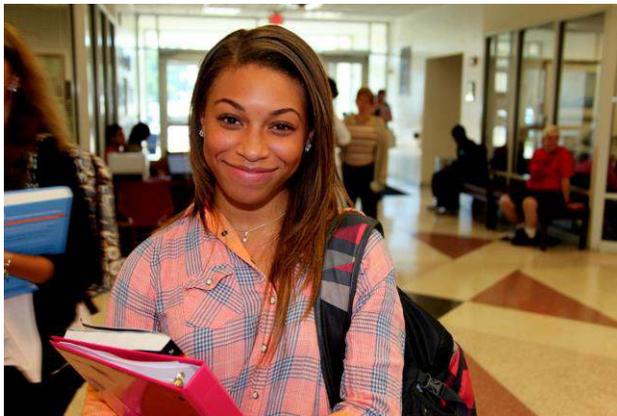
ABOUT THE COLLEGE

Student Snapshot

During Dr. David Sam's tenure as president, Germanna's total enrollment (credit and workforce) increased 61 percent to more than 12,000 students. The number of awards (total degrees and certificates) earned by GCC students has increased by 183 percent during his presidency.



- GCC's student-to-faculty ratio is 18:1.
- Germanna conferred over 1833 certificates, diplomas, and degrees to our graduating students in Spring 2016.



- The average GCC student is in her/his mid- to late-20s, employed at least part-time and attends classes during the day as a part-time student.
- 20% of our students are full-time, with the remaining 80% part-time.
- 50% of all students receive financial aid.
- 41% of first-time, full-time students receive some type of financial aid.
- The top five four-year institutions to which our students transfer are: University of Mary Washington, Virginia Commonwealth University, Old Dominion University, George Mason University, and James Madison University.
- Over 80% of students who earned degrees and credentials at Germanna remain in the area, putting the skills they learned at GCC to use in our service region, helping to boost economic growth, forming the core of the workforce for area businesses and industries and helping to attract new businesses to the area. Our students are among the most skilled and valued workers in the region.

Student Success

Germanna provides a variety of educational support services to assist students in acquiring skills and accessing resources and information necessary for academic success.

Our Welcome Centers provide a one-stop approach to accessing initial supportive resources, such as admissions, financial aid, and new student orientation.

Resources available to students include the following: faculty academic advising and counseling, new student orientation, admissions, financial aid, disability services, career services, testing service, tutoring, student activities and a Veterans' Center.

Additionally, the Great Expectations program helps students aging out of the foster care system make the transition to college

GCC's innovative, new Student Success Coach program was launched two years ago. The coaches identify students with barriers to student success and stay with them from enrollment to graduation, providing support and encouragement throughout.

Academic Programs

Germanna is committed to offering its students programs that develop the knowledge, skills, and work values required by each individual to be more effective as a person, a worker, a consumer, and a citizen. Through a combination of general education courses,



specialized courses in the major field, and student development courses, graduates are provided with a collegiate experience that supports the development of their education goals. GCC offers 19 degree and 30 certificate programs providing learning opportunities in college-readiness, personal enrichment, career and technical fields, and preparation for transfer to baccalaureate study.

GCC's nursing program is highly regarded around the state and meets the needs of four local hospitals as well as many clinics and nursing homes.



Workforce Development

Germanna's Center for Workforce and Community Education Development is the primary resource in the college's service region for workforce development, skills enhancement, customized training and testing. Working in partnership with employers, economic development agencies, school systems and others, GCC provides quality credential courses, apprenticeship opportunities and on-site training for companies that promote a well-trained and skilled workforce, closing skills gaps and pivoting quickly to meet emerging needs.

Courses range from classes on Commercial Apps for Drones to a Virginia Center for Asphalt Technology program geared to improve road safety across Virginia that launches in 2017 and is expected to train about 1,200 students annually with skills that are in demand.

Facilities

Germanna takes its name from a group of German miners and their families that settled the nearby Rapidan River, where Governor Alexander Spotswood established a frontier fort in 1714. In 1969, their descendants donated the land for GCC's Locust Grove Campus, which opened its doors in 1970. Another campus was opened in Spotsylvania County in 1997, followed by centers in Culpeper in 2004, Stafford in 2009 and Caroline in 2016.

Today, three Germanna sites cover approximately 203 acres of land:

The Locust Grove Campus has two instructional and administrative buildings totaling 71,753 square feet.

The Fredericksburg Area Campus in Spotsylvania has three instructional, administrative buildings and

parking garage totaling 292,921 square feet. The Daniel Technology Center in Culpeper has one instructional building totaling 39,050 square feet. Four other sites—the Stafford Center, Stafford Automotive Center, Central Park foundation office and Caroline Center total a combined 22,089 square feet.





Accreditation

Germanna, as part of the Virginia Community College System, is approved by the State Board for Community Colleges. The Associate degree curricula of Germanna have also been approved by the State Council of Higher Education for Virginia. The College is accredited by the Commission of Colleges of the Southern Association of Colleges and Schools to award Associate's degrees.

Budget and Finance

GCC is financially sound, with an annual budget of \$31 million for the 2015-16 fiscal year. Sources of income include student tuition, state appropriations, and support from localities. The College also has an extensive federal grants program that provides a variety of services to students.

Faculty & Staff

The College's commitment to academic excellence and intellectual rigor is exemplified by the 90 full-time teaching faculty and 280 dedicated adjunct faculty members. Faculty experience ranges widely from distinguished specialists with over 20 years of teaching experience to dynamic young scholars just completing their Master's degrees and doctoral studies.

Germanna is proud of its caring faculty and staff and the one-on-one attention students are given. The College employs over 600 well-trained and experienced full and part-time staff members who work within a vibrant community that values their opinions and recognizes the effect their presence has on the life of the College. Many of the staff are long-time area residents, have devoted much of their professional lives to the College, and take great pride in its accomplishments.

Reporting Relationships

The President of the College reports to the Chancellor of the Virginia Community College System and is also advised by a local college board. Currently, the president's senior staff consists of: Vice President for Student Success, Vice President for Academic Affairs, Vice President for Finance and Administrative Services, Vice President for Workforce Development, Vice President for Institutional Advancement, Associate Vice President for Human Resources and Executive Director of Organizational Planning & Assessment. Finding the right people and filling these positions is of the utmost importance and will be an early priority.



GCC Educational Foundation

The Germanna Community College Educational Foundation fosters and promotes the growth, progress, and general welfare of the College. The Foundation is governed by a volunteer Board of Directors, made up of representatives from each part of the college's service region, including business and financial professionals. The Foundation recently completed a successful \$12 million campaign.

The Foundation hosts a number of well-attended fundraising and friend-building events throughout the year, including a Taste of the South dinner, Monte Carlo Night and an annual golf tournament.

- In 2015, the Foundation received a \$2 million donation from philanthropist Doris Buffett, sister of Warren, to fund the Gladys P. Todd Academy, which allows first-generation students with financial need to earn their associate degrees free while in high school, covering the cost of tuition, books, tutoring and mentoring at the Fredericksburg Area Campus.
- A \$250,000 donation from Joe and Linda Daniel funds the Germanna Scholars program, which allows students from two Culpeper high schools to earn their associate's degrees while in high school without leaving the county. Most students receive either partial or full scholarships based on need.
- The Foundation also recently received a \$1 million donation from Adam and Rhonda Fried toward the establishment of a permanent center in Stafford.

The next president must raise the funds necessary to build a new, state-of-the-art health care training facility at our Locust Grove Campus in Orange and a permanent center in Stafford.

HOW TO APPLY

Success Factors

The next president will be a skilled strategist able to envision, propose, and implement change with a proven record of engaging the college, community, and other external partners in improving student access and success. The president will develop and maintain strong leadership teams; seek continuous improvement; and foster positive change. This leader will build successful partnerships with highly diverse stakeholders and advance fundraising efforts. Internally, she/he will ensure operational efficiency, fiscal strength, and college affordability, while building sustainability of programs to meet the needs of the students and community at large. An understanding of the mission and goals of a comprehensive community college in the 21st Century and appreciation for rural colleges are essential characteristics, along with a clear commitment to instruction, student success, generating revenues and community involvement.

Qualifications for President

Qualified candidates must have an earned doctorate and demonstrated successful senior executive experience at the highest levels. Experience must include significant responsibility for programs, budgets, personnel, facilities and other appropriate administrative duties. The successful candidate must have proven leadership abilities along with excellent communications skills, a strong belief in a collaborative administrative style, as well as, a servant leadership perspective. She/he must also have a broad vision for the College together with the skills and energy for implementation, in addition to the demonstrated ability to work with business, industry, government and the community at large. The candidate must be capable of:

- Cultivating strong relationships with faculty, staff, and students;
- Attracting, developing, and retaining outstanding faculty;
- Building a strong, collaborative leadership team;
- Record of increasing diversity and supporting underrepresented groups; and
- Advocating for new facility needs at Locust Grove and Stafford.

Application Information

The search will remain open until the position is filled; however, to be considered for the initial screening, candidates should submit the below application materials by January 3, 2017 through our applicant portal at <http://www.vccs.edu/careers/gcc-presidential-search> .

A complete application packet will include a cover letter, résumé/CV, and one-page statement of leadership philosophy. The leadership statement should address the applicant's perspective on strategic risk-taking, making change, and how to fund and grow programs for the future.

The salary range for this position is \$152,863 - \$229,946. Questions may be directed to 804-819-4685.

The Virginia Community College System is committed to fostering, cultivating, and sustaining a culture of diversity and is an Equal Opportunity/Affirmative Action Employer. The VCCS encourages applications from women, minorities, veterans, and those with disabilities in our effort to reflect our diverse society.