

To: To Whom it May Concern

From: Gaston College Records Custodian

Date: April 27, 2021

Re: Records

The results of the survey are in the attached document.



**Gaston College**  
Opportunities For Life

# **PRESIDENT**

## **POSITION PROFILE & APPLICATION REQUIREMENTS**

September 27, 2019



# DESIRED ATTRIBUTES

Gaston College students, faculty, staff, and alumni and residents of Gaston and Lincoln counties were given an opportunity to respond to a survey to gather input from key stakeholders on the desired presidential attributes. The survey received 356 responses. Respondents were asked to rate the degree of importance of the following eleven Presidential Attributes using the scale:

|                         |
|-------------------------|
| VERY<br>IMPORTANT       |
| IMPORTANT               |
| MODERATELY<br>IMPORTANT |
| SLIGHTLY<br>IMPORTANT   |
| NOT<br>IMPORTANT        |

# PRESIDENTIAL ATTRIBUTES

**Committed to Student Access and Success** - A persistent drive to ensure student access and success, manifested in long-term work to create lasting change on community college campuses and with external partners.

**Takes Strategic Risks** - The willingness to take data-informed risks such as admitting gaps in student success and visibly reallocating resources that signal a deep commitment to student-oriented change.

**Plans for Lasting Internal Change** - Ability to strategically lead inclusive planning processes that result in focused, concrete, College-wide plans to significantly improve student access and success.

**Develops Effective External Partnerships** - Possesses a vision that extends beyond the College to achieve broader aims for student success that the College alone cannot achieve, such as improvement of College readiness and post-graduation success.

**Entrepreneurial Fundraiser** - Raises substantial resources from multiple sources and aligns fundraising to student access and success goals.

**Leadership** - A transformational leader who motivates and encourages the positive development of others. Exemplifies moral standards and fosters an ethical work environment with clear values, priorities and standards, and encourages the same of others. Builds a culture marked by collaboration for the overall success of the College through an emphasis on cooperation and open communication. Provides coaching and mentoring but allows employees to make decisions and take ownership.

**Builds Strong Teams** - The capacity to develop and maintain outstanding leadership teams and to consistently engage leaders, faculty, and staff in ways that significantly improve student access and success campus-wide.

**Establishes Urgency for Improvement** - Understanding how to make the case for change so that the entire College is motivated to accelerate the pace of improvement of student outcomes.

**Results-Oriented** - Ensures effective implementation, routine assessment of progress, and continuous data-informed improvement.

**Communicates Effectively** - Communicates and listens in ways that foster strong relationships, develop shared priorities, and inspire trust and action.

**Financial and Operational Ability** - Ensures the fiscal strength and sound operation of the College.

# PRESIDENTIAL ATTRIBUTES

A weighted average was applied to the responses, and the weighted degree of importance per the survey for the eleven attributes is as follows:

| PRESIDENTIAL ATTRIBUTE                   | WEIGHTED AVERAGE |
|--|------------------|
| Leadership                               | 3.81             |
| Committed to Student Access and Success  | 3.79             |
| Communicates Effectively                 | 3.78             |
| Builds Strong Teams                      | 3.54             |
| Financial and Operational Ability        | 3.42             |
| Results-Oriented                         | 3.33             |
| Plans for Lasting Internal Change        | 3.31             |
| Develops Effective External Partnerships | 3.31             |
| Establishes Urgency for Improvement      | 3.29             |
| Takes Strategic Risks                    | 2.93             |
| Entrepreneurial Fundraiser               | 2.90             |

In addition to requesting input on the degree of importance on the eleven Presidential Attributes, respondents were also given the opportunity to respond to an open-ended question that asked:

*In your opinion, what other attribute(s) should the next President of Gaston College possess?*



In the comments received, there were 630 attributes referenced. The top 25 by the number of references are summarized below:

| PRESIDENTIAL ATTRIBUTES – TOP 25 |   | # OF REFERENCES |
|----------------------------------|---|-----------------|
| 1                                | Engages students and employees; is outgoing and visible on campus.  | 114             |
| 2                                | Demonstrates Leadership (Collaborative, team-oriented, charismatic, motivational, delegates effectively, empowers others, accepts/fosters accountability, exercises sound and courageous decision making, resilient, results-oriented, self-aware, emotionally intelligent, and is a visionary) | 84              |
| 3                                | Focuses on student success and is supportive  | 39              |
| 4                                | Open-minded to new ideas; agent for change; adaptable and flexible  | 36              |
| 5                                | Ethical, moral, honest, trustworthy, and has integrity  | 35              |
| 6                                | Accessible and approachable   | 31              |
| 7                                | Committed to diversity and inclusion, fairness and equity, and respects others  | 25              |
| 8                                | Kind, friendly, caring, compassionate, sincere, humble, empathetic, and generous toward others  | 24              |
| 9                                | Effectively listens and is a good communicator  | 23              |
| 10                               | Higher-education/community college/post-secondary leadership and teaching experience  | 22              |
| 11                               | Demonstrates a solid knowledge of academic programs with experience and desire to develop new academic programs   | 20              |
| 12                               | Advocates for students, employees, and the College  | 19              |
| 13                               | Focuses on involving and partnering with the local community  | 18              |
| 14                               | Innovative and creative   | 16              |
| 15                               | Recognizes the importance of technology as part of learning and communications  | 12              |
| 16                               | Values transparency   | 10              |
| 17                               | Respects the past successes and current culture of the College  | 8               |
| 18                               | Committed to professional development and the success of others   | 8               |
| 19                               | Focuses on student engagement through enhancing learning and social environments  | 7               |
| 20                               | Focused on career and technical education programs/workforce development programs   | 7               |
| 21                               | Demonstrates a passion for Gaston College and excellence  | 6               |
| 22                               | Open to athletic programs at Gaston College   | 6               |
| 23                               | Committed to marketing the College's programs   | 6               |
| 24                               | Values employee recognition   | 5               |
| 25                               | Optimistic  | 5               |

#### Other key words, phrases, and themes that were referenced are as follows:

Committed to campus safety (4), Have Government relations experience (4), Demonstrates professionalism, a strong character, strong work ethic and is dependable (4), Bilingual (3), Demonstrates an entrepreneurial mindset (3), Committed to customer service (2), Community college graduate (2), Open to creating a mascot for Gaston College (2), Intelligent (2), Knowledge of and passion for Gaston and Lincoln counties (2), Patient (2), Ph.D. credentialed (2), Values continuity and sustainability (2), Pragmatic and system-oriented (2), Experience and knowledge with College, County, and State budgets & financial aspect (2), Committed to non-traditional students and online learning (2), Effective time manager (1), Human Resources background (1), Life-long student (1), Focused on articulation partnerships for transfer students (1).

## POSITION DESCRIPTION

---

**Title:** President

### Summary

The President serves as the College's chief executive officer and reports to the Board of Trustees (the Board of Trustees may modify, add and/or delete duties). Provides leadership for the implementation of Board policies and corresponding organizational procedures to foster student learning and organizational success.

Executes all authority and duties in accordance with the laws of the State of North Carolina (G.S. 115D), the rules and regulations set forth by the North Carolina Community College System and State Board of Community Colleges, the Board of Trustees, and the College's policies and regulations.

### Duties and Responsibilities

1. Responsible for broad decision-making with administrative authority and leadership responsibility for all aspects of the College programs including: instructional and student services; supervision and evaluation of all employees; planning and budgeting; technology; outreach and public relations; as well as coordination with the System Office.
2. Keeps the Board of Trustees informed of important College matters.
3. Prepares all recommendations/resolutions concerning the College and submits them to the Board of Trustees for approval.
4. Responsible for personnel decisions including hiring and dismissal.
5. Responsible for maintaining the organizational structure of the College.
6. Responsible for appointing committees as needed.
7. Provides leadership for the planning and development of instructional and student services programs; fiscal management; human resource management; technology; facilities; and community and government relations.
8. Provides leadership for institutional planning including development of the vision, mission, master plan, facilities plan, strategic plan, and budget.

9. Establishes College goals in keeping with Board priorities. Ensures Board policies are reviewed, followed, and developed as needed to meet the needs of the College and ensure compliance with applicable laws and regulations.
10. Informs the Board of Trustees on progress of meeting goals and priorities, including research and evaluation to support continual improvement of programs and services.
11. Provides overall leadership for the College's accreditation process. Ensures the ongoing maintenance and oversight of the accreditation process.
12. Demonstrates a commitment to diversity and provides leadership as the College meets the educational needs of a diverse and changing community.
13. Provides leadership to enhance the continued fiscal soundness of the College by maintaining and building the College's foundation by seeking and accepting donations, gifts, bequests, and similar contributions. Administers all contributions per the terms set forth, consistent with statutory provisions and regulations of the State Board of Community Colleges and ensures records are properly maintained.
14. Ensures compliance with applicable laws, policies, and regulations, including the timely filing of required reports; stays informed of laws that affect the College, anticipating how changes might impact the College.
15. Advocates shared governance and promotes collegiality, faculty and staff cohesiveness, and respect among all the College constituencies.
16. Represents the College to the community, promoting positive relationships and open communication with all constituencies; builds and strengthens cooperative partnerships with local schools, business, industry, and government to provide hands-on opportunities and internships; develops positive public relations.
17. Provides leadership in working with business and industry.
18. Provides the leadership necessary to encourage economic and workforce development within the community and develops the educational programs necessary to meet those challenges.
19. Provides leadership and demonstrates fiscal responsibility in ongoing capital construction projects that meet the College's strategic plan.
20. Represents the College to appropriate local, state, and federal agencies, exerting influence on community college policy development; provides for continued membership in relevant associations.
21. Demonstrates the necessary leadership to show an ongoing commitment to effective enrollment management.
22. Under emergency situations, acts as the primary authority to protect the safety and health of students and employees.

## Minimum Qualifications

Master's degree or Doctorate degree from a regionally accredited institution with a Doctorate preferred, and at least five years of appropriate and successful leadership experience required.

## Physical Demands Requirements

- Generally works in a traditional climate-controlled office environment and requires the ability to sit for extended periods.
- Work environment can be stressful at times in dealing with a wide variety of challenges and deadlines.
- In addition to regular office hours, position requires overtime and/or evening hours.
- Position requires in-state and out-of-state day and overnight travel mainly by automobile and/or air.

## Characteristics

The ideal candidate and next President of Gaston College should possess the following characteristics:

1. Is visible, accessible, and approachable by students, faculty and staff, intentionally engaging them within their organizations, classrooms, and meetings, and participates in the life of the campus and greater community.
2. Has excellent writing, speaking, communication, and interpersonal skills, and is a good listener. Welcomes opportunities to appear before student, employee, civic and cultural groups and organizations, demonstrates a passion for the College, and exudes enthusiasm and warmth toward students and employees.
3. Builds enduring partnerships with the community by becoming familiar with the service area, is present within the service area, enjoys meeting and working with people from all sectors. Promotes the College in the local community and at the state and national level as appropriate, and becomes the face of the institution to all constituencies.
4. Is an innovator, fosters an entrepreneurial culture and climate within the College, is not risk averse yet exercises good judgment and decision-making, and works to advance the College forward.
5. Is a visionary and transformational leader, working in collaboration with all stakeholders to think into the future about how the College must be positioned to respond to the evolving nature of work, new occupations, alternative service-delivery methods, exploring new revenue streams, and maximizing facility utilization.
6. Has demonstrated leadership skills in directing and managing a large, complex, and multi-dimensional institution with multiple locations, who in their leadership style has high personal business ethics and sets personal, measurable goals, and exercises leadership in a fair and consistent manner.



7. Is self-confident and comfortable in delegating multiple responsibilities, trusting administrators, faculty and staff to execute them, and holds them accountable for the outcomes.
8. Possesses strong analytical skills, has budget and fiscal acumen, is capable of aligning resources with the vision, mission, and strategic plan of the institution, and can articulate the resource needs to governmental, philanthropic, business, and supporting organizations in order to maintain and enhance the financial viability of the College.
9. Practices transparency in transactions, is collaborative and consultative in decision-making and communicates outcomes regularly.
10. Has an understanding of the development of strategic and master facility plans and institutional assessment and effectiveness.

## Application Requirements

There are three (3) parts to the Application Requirements:

### 1. Online Application and Resume/Curriculum Vitae (CV)

Complete the online application and upload a cover letter and Resume/Curriculum Vitae (CV) as attachments.

### 2. Desired Attributes and Characteristics Document

- a. Write an original document that summarizes professional qualifications, experience, philosophy, style, and/or ideas for the following Desired Attributes and Characteristics as defined or noted in the Position Profile:
  - *Leadership*
  - *Committed to Student Access and Success*
  - *Communicates Effectively*
  - *Builds Strong Teams*
  - *Financial and Operational Ability*
  - *Engages students and employees; is outgoing and visible on campus*
- b. Include a cover page with full name and date. The document, excluding the cover page, should be no more than 12 pages, double-spaced, size 11, Calibri font.
- c. Save the document as a Portable Document Format (PDF).
- d. Upload the PDF document as part of the online application, in addition to the Resume/Curriculum Vitae (CV).

### 3. General Question as to Interest in the Position

Choose one of the following two options to respond to the question:

**What is the most appealing aspect about the Presidential opportunity at Gaston College?**

#### Option 1: Written Document

- a. Write an original document responding to the question.
- b. Include a cover page with full name and date. The document, excluding the cover page, should be no more than 2 pages, double-spaced, size 11, Calibri font.
- c. Save the document as a Portable Document Format (PDF).
- d. Upload the PDF document as part of the online application, in addition to Resume/Curriculum Vitae (CV) and the Desired Attributes and Characteristics Document.

#### Option 2: Video

- a. Review the [Video Submission Form](#), which includes specifications, instructions, and other important information.
- b. Record a personal video responding to the question.
- c. Upload the completed Video Submission Form as part of the online application, in addition to Resume/Curriculum Vitae (CV) and the Desired Attributes and Characteristics Document.

### Additional Information about the Presidential Search and Position

1. The successful candidate will be required to reside full-time in Gaston or Lincoln County, North Carolina.
2. This is a confidential search process. The position will remain open until filled; however, to ensure full consideration, application materials must be received no later than **October 31, 2019**.
3. Final candidate(s) should note that a background check, which includes social security number verification; criminal history check; civil litigation history check; personal credit history check; employment verification; and education verification, must be completed for continued consideration. For application purposes, unofficial transcripts will be accepted; however, official transcripts will be required for education verification.

**Questions regarding the Application Process for the Presidential Search should be directed to:**

**Todd Baney**, Chief Administrative Officer  
Gaston College | (704) 922-6485



**Gaston College**  
Opportunities For Life