GERMANNA
COMMUNITY COLLEGE

Local College Board Meeting Agenda

- ➤ **November 9th, 2023**
- ➤ **3:00 p.m. - 5:30 p.m.**
- ➤ **Daniel Technology Center 18121 Technology Dr, Culpeper, VA 22701 Rooms 104 A, 118, and 209**

1. **3:00 p.m.– 3:45 p.m. Committee Meetings**

   a. **Academic Affairs/Workforce/Student Success, Room 104A**
      Dr. Tiffany Ray-Patterson and Dr. Shashuna Gray

      i. Enrollment Update

      ii. New Advanced Accounting Career Studies Certificate...p. 13

         📄 Advanced Accounting Career Studies Certificate.pdf

      iii. Academic Affairs and Workforce Development Update...p.19

         📄 Academic Affairs and Workforce - October.pptx

   b. **Executive/Human Resources Approvals, Room 118**
      Dr. Janet Gullickson, Mr. Bruce Davis, Ms. Veronica Curry, and Chief Craig Branch

      i. Updated FOIA information...p.36

         📄 Updated FOIA Information from System Counsel.docx

         📄 VACUA FOIA FAQs Updated 2022.pdf

      ii. GCC Emergency Operations Plan

c. **Finance/Facilities/Financial Approvals, Room 209**
Dr. John Davis, Mr. David Swanson, and Mr. Garland Fenwick

2. **4:00 p.m.- 4:30 p.m. Presentation, Room 209**
Dr. Tiffany Ray-Patterson, Dr. Shashuna Gray, Dr. John Davis, Ms. Veronica Curry, and Mr. Bruce Davis.

3. **4:30 p.m. Regular Meeting of the Germanna College Board, Room 209**

a. Call to Order

b. Public Comment

c. **Approval of Minutes**

4. **Committee Discussion/Action**

a. Academic Affairs/Workforce/Student Success/
Curriculum Approvals
Ms. Wanda Stroh, Chair

> ➤ **The Academic Affairs/Workforce/Student Success Committee has reviewed the curriculum approvals and moves to accept them as presented.**

b. Executive/Human Resources Approvals
Ms. Frankie Gilmore, Chair

c. Finance/Facilities/ Financial Approvals
Mr. Jack Rowley, Chair

> **The Finance and Facilities Committee has reviewed the financial analysis for the twelve months ending on October 31st, 2023, and moves to accept the financials as presented.**

5. Informational Items/Other Business

a. **President's Report**
Dr. Janet Gullickson

b. **Chair's Report**
Ms. Frankie Gilmore

c. **New Business**

6. **Adjournment**

2023-2024 Committee Appointments

Executive/Human Resources

Frankie Gilmore, Chair
Wayne Bushrod, Vice Chair
Sarah Berry
Dr. Janet Gullickson, President
Bruce Davis, Staff
Veronica Curry, Staff

Finance/Facilities

Jack Rowley, Chair
Rev. Joy Carter Minor
Dr. Kingsley Haynes
Dr. John Davis, Staff
Garland Fenwick, Staff
David Swanson, Staff

Academic Affairs/Workforce/Student Success

Wanda Stroh, Chair
Anne Marie Anderson
Shirley Eye
Dr. Shashuna Gray, Staff
Dr. Tiffany Ray, Staff

GERMANNA COMMUNITY COLLEGE BOARD
September 7, 2023
MEETING MINUTES # *340*

Members Present:
Sarah Berry
Jack Rowley
Wanda Stroh
Ann Marie
Anderson
Frankie Gilmore
Shirley Eye
Dr. Kingsley
Haynes
Rev. Joy Carter
Minor

Members Absent:
L. Wayne Bushrod

Guests Present:
Terri Thompson

Staff Present:
Dr. Janet
Gullickson
Dr. Shashuna Gray
Dr. Tiffany Ray-
Patterson
Dr. John Davis
Veronica Curry
Bruce Davis
Michael Zitz
Garland Fenwick
David Swanson
Lorraine Pendleton
Tina Lance
Taylor Landrie
Karli Ferenz
Chief Craig Branch

REGULAR MEETING

1. **Call to Order**

   Ms. Frankie Gilmore called the meeting to order at 4:43 p.m. after a delightful gift of food and beverages from Ms. Gilmore and Ms. Ann Marie Anderson.

2. **Public Comment – None**

3. **Approval of Minutes # 339, June 8, 2023**

   Ms. Sarah Berry moved to approve the minutes of the June 8, 2023, meeting.

   Motion was seconded by Ms. Wanda Stroh

   Motion carried.

COMMITTEE DISCUSSION/ACTION

4. **Academic Affairs/Workforce/Student Success**

   Ms. Wanda Stroh reviewed the curriculum items. The changes proposed included:

   a) Program Change -Discontinuance of Education K-8 AAS Program. In accordance with changes made through Transfer Virginia to streamline programs and address the teacher shortage in the Commonwealth, a revised core education program was developed with pathways to the teaching profession K-12. Due to these changes, there is no longer a need to have two education programs with a specialization in K-8. The revised core program will offer students clear pathways in critical shortage areas, such as elementary education, special education, and secondary education as well as specific disciplines. The revised program offers students a greater number of educational courses and two practicum opportunities in public school settings. The core curriculum is accepted statewide and will provide seamless transfer options and accelerate graduation completion. The proposed plan is to revise the current Education program to meet the requirements of the core education program developed through Transfer Virginia and deactivate the Education K-8 specialization program with a process to "teach out" the current K-8 specialization and allow students the choice to opt into the revised program. The revised program will provide students with more options and clear guidance on specific teaching pathways which will promote student engagement and encourage transfer decisions from the onset.

   Dr. Shashuna Gray mentioned that all 23 colleges will be transitioning from offering Associate of Arts and Sciences degrees to offering Associate in Science degrees and Associate in Art degrees. This change is aimed at better aligning the college programs with 4-year transfer institutions. She explained that over the next 18 months, several changes to the degree requirements will be proposed and discussed. Some of those changes include: a) Reducing the number of required English credits from 9 credits to 6 credits b) Reducing the number of required social science credits from 9 credits to 6 credits with the possibility of replacing them altogether and c) Adding 3 credits in communication and 6 credits in English core courses to better prepare students for their junior-level studies at transfer institutions.

Dr. Gray further explained that these changes are intended to help students progress more efficiently through their community college education, complete their studies at transfer institutions, and enter the workforce more quickly.

Additionally, the college has been collaborating with several 4-year partners, such as the University of Virginia and James Madison University, on online transfer programs. These programs allow students to take courses online while potentially continuing to work, which can be especially beneficial for students working in K-12 education, as their work hours can count toward practical requirements.

Dr. Gray also mentioned that there would be paperwork and approvals associated with these changes, which would need to be reviewed and approved by the Board. Furthermore, transfer frameworks would be provided for the Board's review in the future to facilitate the transition from associate in arts and sciences degrees to associate in science and art degrees.

Ms. Stroh made a motion to approve the changes to the Education K-8 AAS Program.

Motion Carried.

Ms. Stroh invited Dr. Tiffany Ray-Patterson to provide an enrollment update.

Dr. Tiffany Ray-Patterson discussed the current state of summer and fall enrollment. She mentioned that she was proud to announce that there's a 4% increase in Regular Full Time Equivalent Enrollment and a 5% increase in Year over Year headcount. She also mentioned that with the work of her team, she was very hopeful for the continuing increase of enrollment through the 2024 Spring and Summer semesters.

5. Executive/Human Resources

Ms. Frankie Gilmore invited Dr. Janet Gullickson to discuss the 2027 goals and the VCCS six-year strategic plan.

Dr. Janet Gullickson began with a statement that she is working in collaboration with another colleague to merge the strategic plan outlined in "Opportunity 2027" with the VCCS 6-Year Plan, submitted to the officials from state government for review. She mentioned that the purpose of merging both plans is to prepare for a significant funding request from community colleges to the Virginia legislature.

Dr. Gullickson mentioned that the primary focus for this request is to advocate for credentials and career training, particularly for high school students to graduate with valuable credentials. Some of the components of the significant funding requests include a) Substantial funding for facilities and faculty salaries, particularly in programs like nursing, due to salary constraints on competitive salaries. b) Closer collaboration with businesses and industries across the state to better align education with workforce demands c) The need for improvements and expansions to meet the demands of training programs, because current facilities may not be sufficient to provide the necessary support and d) Deliver broader programming for infrastructure improvements and expanding cybersecurity programs in collaboration with other institutions.

Dr. Gullickson was proud to announce that the institution is recognized for its advanced position in online education, particularly in workforce-related fields, and aims to expand its reach in this area. She also mentioned that the VCCS will be holding a healthcare summit that will address healthcare workforce issues and the need to provide students with relevant experiences to graduate more efficiently. She also mentioned that the Chancellor is actively involved in these initiatives and is working closely with the Governor's office and the Secretary of Education to ensure their success.

Ms. Frankie Gilmore provided a brief overview of the Educational Foundation. She mentioned that the Germanna Together Gala held on July 15th honoring Dr. Patti Lisk for almost 40 years of service, raised a total of $400,000. Additionally, the golf tournament held on May 22nd raised approximately $30,000.

Ms. Gilmore encouraged everyone to participate during Give Day on October 5th and to attend the Educational Foundation's Board of Director's meeting on November 14th and the Educational Foundation thank you reception following the meeting at 6pm at Stevenson's Ridge.

Ms. Gilmore invited Ms. Veronica Curry to provide a Human Resources Update.

Ms. Curry began with a statement that she was proud to announce that the Employee Tuition Assistance Program and reimbursement program were being utilized by employees. She mentioned that 76 employees, including 46 faculty and staff members, were pursuing their bachelor's and graduate degrees through the program. Additionally, 27 faculty members are engaged in staff education and various forms of training.

Ms. Curry provided an update on the Search Advocate Program. She mentioned that there are a total of 67 search advocates and that the program was established to ensure fair and unbiased hiring practices. She also mentioned that the institution has the highest number of search advocates within the VCCS, and that the institution's serves as a model for other colleges.

Ms. Curry also mentioned that a formal program and structure have been established for Professional development, resulting in employees actively participating in training and development. She explained that last fiscal year, employees who tracked their professional development hours using an online portal received a financial incentive of $500. However, this year due to budget constraints, the incentive will be reduced to $250.

Ms. Gilmore invited Chief Craig Branch to provide an update on Charter Revisions.

Chief Branch began with a statement that the State Board for Community College transitioned the campus safety and security department into a college police department in January 2012. He explained that to establish a police department within a community college, it was a requirement for the police department to be associated with an academy. In this case, the academy is based in Spotsylvania.

Chief Branch further explained that they were informed that only charter members of the academy had full say in its operations, despite everyone contributing equally, which led to some disputes and concerns.

The board, in response to these concerns, formed a committee to investigate the situation. Their recommendations resulted in changes to the charter, ensuring that the distribution of services would be equitable among contributing agencies, not just charter members. Additionally, they created a board session specifically for college and university police chiefs, aiming to make the board more inclusive.

Additionally, the revised charter requires approval from the agency head and the board chair. This revision is a favorable outcome for the institution because the revisions that were made significantly increased Germanna Police Department's input into basic operations and functions of the academy and incorporated them as a member of the agency. Being a member of the agency allows the department to receive a portion of the payout if the Academy's Charter is terminated whereas the previous charter and bylaws only afford these things to the academy's original charter members.

The Board unanimously voted on approving the new Charter revisions.

6. Finance/Facilities

Ms. Gilmore invited Mr. Jack Rowley to present the financial reports.

Mr. Rowley provided a brief overview of the facilities report, the FY23 local funds financial review, and the FY25 Locality Request.

Motion 1: Approval of FY23 Local Funds Financial Review ending on 06/30/23.
Mr. Rowley moved to approve the FY23 local funds financial review ending June 30th, 2023.
The motion read: The Finance and Facilities Committee has reviewed the financial analysis for the twelve months ending June 30, 2023, and moves to accept the financials as presented.

The motion was seconded by Ms. Wanda Stroh.

Motion carried.

Motion 2: Approval of FY25 Locality Request
Mr. Rowley moved to approve the FY25 Locality request.
The motion read: The Finance and Facilities Committee has reviewed the FY25 Locality funding Request plan and moves to accept the plan as presented.

The motion was seconded by Ms. Wanda Stroh.

Motion carried.

7. President's Report, Dr. Janet Gullickson

Dr. Janet Gullickson began by welcoming Ms. Terri Thompson, Vice Chair, VCCS Board/local College Board liaison, new board members and introduced staff present. She mentioned that the college has partnered with various school divisions on the new Virginia Lab Schools initiative. Dr. Gullickson invited Ms. Taylor Landrie, Special Assistant to the President for Strategic Initiatives, to provide an overview of the Lab Schools partnerships.

Ms. Landrie began with a statement that the college is collaborating with school divisions on the western side of the service region, including Culpeper, Madison, and Orange County, to establish the "Future Educators Academy." She explained that this initiative involves creating an early college program for high school students interested in becoming teachers. These students will attend the Daniel Technology

Center in Culpeper, where they can complete their associate degrees in education concurrently with their high school diplomas, addressing the need for more teachers in Central Virginia.

High school students will join the program as juniors and continue until they graduate as seniors. After graduating, they smoothly transition to a partnering 4-year institution to obtain their bachelor's degrees and teaching licensure. This entire process may take only two years post-high school graduation. The students commit to teaching for two years in the participating school divisions.

Ms. Landrie mentioned that the college has worked on a comprehensive application for the program and that, after receiving feedback and positive comments from the Department of Education, the application has been revised and resubmitted. It will then be reviewed again, and the program will proceed to the Standing Committee for Lab Schools in October. Following that, it will be presented for public comment and final approval by the Board of Education.

She explained that this initiative aims to produce a group of enthusiastic young teachers with a strong support system and extensive classroom experience to address the shortage of educators in Central Virginia.

8. Chair Report

Ms. Frankie Gilmore expressed gratitude for Dr. Gullickson's return and thanked Dr. Shashuna Gray for accepting the role of Acting President and leading the college during Dr. Gullickson's absence. She provided a brief overview of her visit to the Chancellor's retreat on August 8th and 9th and mentioned that one of the discussions that resonated with her the most was the discussion of A.L.I.C.E. Asset Limited, Income Constrained, Employed.

Ms. Gilmore explained that the discussion created awareness of the number of students and families in communities that we serve who earn more than the Federal Poverty Level, but not enough to cover the basic costs of living in their region to support their own families. This impacts students because households in poverty are forced to make tough choices such as deciding between quality childcare or paying the rent and these choices have long term consequences. She encouraged Board members to get educated on the ALICE communities in their service areas, and to think about how they can collectively support such individuals and families.

Ms. Gilmore also mentioned the importance of legislative engagement, to advocate for the college's initiatives. She encouraged board members to contact legislators, candidates, and local representatives, highlighting the college's contributions and advocating for funding for college initiatives.

Additionally, she thanked the Board members who attended Welcome Day on August 19th and encouraged participation for future events.

9. New Business

None.

10. Adjournment

    The meeting adjourned at 5:34 pm.

2023-2024 Committee Appointments

Executive / Executive/Human Resources
Ms. Frankie Gilmore, Chair
Mr. L. Wayne Bushrod, Vice Chair
Ms. Sarah Berry
Dr. Janet Gullickson, Secretary
Mr. Bruce Davis, Staff
Ms. Veronica Curry, Staff

Finance/Facilities
Mr. Jack Rowley, Chair
Rev. Joy Carter Minor
Dr. Kingsley Haynes
Dr. John Davis, Staff
Mr. Garland Fenwick, Staff
Mr. David Swanson, Staff

Academic Affairs/Workforce/Student Success
Ms. Wanda Stroh, Chair
Ms. Ann Marie Anderson
Ms. Shirley Eye
Dr. Shashuna Gray, Staff
Dr. Tiffany Ray, Staff

REQUEST FOR NEW CURRICULUM (VCCS-102)

College: ____Germanna Community College_____College Code: _GC297 FICE Code: 008660

1. Title of Curriculum: ___Advanced Accounting Career Studies Certificate_____

2. Proposed Initiation Date: Fall _X___ Spring ____ Summer ____Year _2024____
   Proposed 1st Degree Conferral: Fall_____ Spring _X____ Summer____ Year_2025

3. Program Level
   Transfer: _____AA _____AS _____AA&S ___AFA
   Occupational/Technical: _____AAS _____AAA _____Diploma _____Certificate _X__ CSC

   Specialization: ☐ (*Check the box to the left if this is a Specialization request*)

   Major: ☐ (*Check the box to the left if this is a Major request*)

4. Additional funding required: New funds required: Facilities $_____   Equipment $_____
   No new funds required__X___   Operations $_____   Other _____

5. Faculty required: Additional Faculty   First year: _____FT _____Adjunct
   No new faculty required _X____   Required   Second Year: _____FT _____Adjunct

6. Costs to be funded by: _____ Increased enrollments in existing courses taught at the college
   (*Check all that apply*) _____ Savings through program restructuring or discontinuances
                            _____ Savings through attrition from other programs
                            X____ Enrollments in new courses
                            _____ Other_____

7. FTES Enrollment Projections: 1st year _20____   2nd year _30____   3rd year __40___

   If after 3 years the program does not sustain an enrollment of _30__ FTES, the program will be analyzed to determine whether or not it should be continued.

8. Can this program and all associated degree/certificate requirements be completed as follows?
   a) On the main campus or through a combination of courses taken on the main campus and online? Yes _X No__
   b) At one of the listed off-campus sites or through a combination of courses taken at the off-campus site and online? Yes__ No_X_
   c) Solely via distance learning? Yes _X_ No ___

9. Is this program defined as a, "High Risk" Instructional program; a program that has identified hazards, either known hazards or potential hazards, with the propensity to cause injury or illness? Yes___ No_X__

10. Do you recommend this program be considered for G3 funding eligibility based on alignment with the G3 targeted industry sectors?   Yes___ No_X__ (*Note: Question 10 does not apply to Transfer Degrees.*)

11. Estimated Annual Job Openings   Source and Date of Data (*Note: Question 11 is not required for Transfer Degrees.*)
    Local _309_____   ___U.S. Bureau of Labor Statistics_____

12. Is the program eligible for Title IV support? Yes_X_No ____ (*Note: Question 12 applies to CSC & Certificates for submission to SCHEV*)

COLLEGE APPROVAL:

VICE PRES/PROVOST (s/) ___*Shashuna J. Gray*_____ Date: 09/26/2023_____

COLLEGE PRESIDENT (s/) _____ Date: _____

LOCAL BOARD (s/) _____ Date: _____

Curriculum Change Request Agenda Item
For Curriculum Committee

Proposed by: Samuel Foltz and Denise Talley

Effective year: ☒ Fall **2020**   ☐ Spring Choose an item.   ☐ Immediate

Proposal title: Advanced Accounting Career Studies Certificate

Date: 10/10/2019

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1. **PROPOSED CHANGE** - select from these categories, click on the appropriate box and attach required documents according to the Curriculum Committee Procedures:

☐ New Course

☒ New Curriculum

☐ Changes to Existing Curriculum

☐ Add to the Transfer List

☐ Add/Change Prerequisites

☐ Other/Informational Item

☐ Credit for Prior Learning (AP and CLEP)

RATIONALE

This curriculum will provide students with the accounting courses needed to meet the education requirements of the Virginia Board for Accountancy to sit for the Certified Public Accountancy (C.P.A.) examination.

To meet the educational requirements to sit for the Virginia CPA exam, a candidate must obtain from one or more accredited institutions or from the National College the following:
- at least 120 semester hours of education;
- baccalaureate or higher degree; and
- accounting concentration or equivalent*

Requirements include
- a minimum of 24 semester hours of accounting courses, to include courses in auditing, financial accounting, management accounting, and taxation; and
- a minimum of 24 semester hours of business courses. As many as 6 hours of accounting courses (not included in the 24 hours of accounting courses) may be considered for the business course requirement.

To meet this demand, an Advanced Accounting Career Studies Certificate has been created. This certificate will provide potential CPA candidates in our community the ability to access these courses locally and through online platforms.
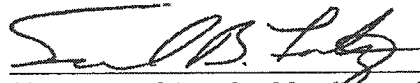
*Principles or introductory accounting courses cannot be considered in determining whether a person has obtained the 48 minimum number of semester hours required for an accounting concentration or equivalent.
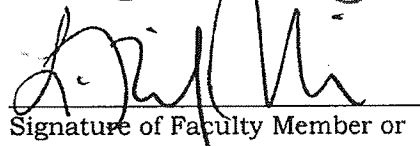
2. IMPACT of PROPOSED CHANGE ON
    All courses required for the program are currently listed in the VCCS Master Catalog and will be added to the Germanna Course Catalog. Courses will be taught by existing faculty.
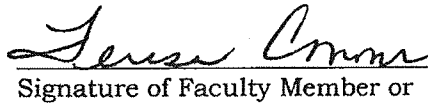
CURRICULUM: New Curriculum
INSTRUCTIONAL LOAD: Current ACC faculty
SCHEDULING: Face-to-face, Hybrid, and Online
TRANSFERABILITY: Non transferable
ACCREDITATION IMPACT: None

3. COMMENTS BY FACULTY OR DEPARTMENT DIRECTLY AFFECTED BY PROPOSED CHANGE

_____   10/10/2019
Signature of Faculty Member or Staff   Date

_____   10/10/19
Signature of Faculty Member or   Staff   Date

_____   10/11/19
Signature of Faculty Member or   Staff   Date

_____   10/11/19
Signature of Faculty Member or   Staff   Date

_____   10/11/19
Signature of Faculty Member or   Staff   Date

_____   10/10/19
Signature of Department Head   Date

4. ADDITIONAL SUPPORT FOR PROPOSAL (if any)

    Click here to enter text.

5. COMMENTS BY DEANS OF INSTRUCTION

(signature)   10/10/19

SIGNATURE OF DEAN OF INSTRUCTION   DATE

(signature)   10/17/19

SIGNATURE OF DEAN OF INSTRUCTION   DATE

6. COMMITTEE ACTION   Shawn Shields Lyons   01/17/20

SIGNATURE OF COMMITTEE CHAIR   DATE

7. ACCREDITATION IMPACT   _(signature)_   10/1/20

SIGNATURE   DATE

8. FINAL ACTION BY VICE PRESIDENT FOR ACADEMIC AFFAIRS & STUDENT SERVICES:

APPROVED   ☒

DISAPPROVED   ☐   Jeanne Wesley   01/17/2020

SIGNATURE OF VP FOR ACADEMIC AFFAIRS AND STUDENT SERVICES   DATE

Follow-up as Needed for Program Changes

	Approval Process Dates
College Council	
President's Council	
College Board	Ann Tidball Chair 11-23-20
VCCS	
SACS	
Financial Aid Director	

	Code	Date
CIP Code Received from VCCS		
Communicated to Registrar and Deans		
Registrar Action		

Certificate Programs

Advanced Accounting Career Studies Certificate

Purpose: This curriculum will provide students with the accounting courses needed to meet the education requirements of the Virginia Board for Accountancy to sit for the Certified Public Accountancy (C.P.A.) examination.

Admission Requirements: Successful completion of ACC 211 and ACC 212 Principles of Accounting I-II or equivalent as demonstrated through transcript evaluation.

These accounting courses may also meet accounting requirements of various government and private sector positions.

CURRICULUM:

1st Semester Pathway recommended		Credits
ACC 221	Intermediate Accounting I*	3
ACC 231	Cost Accounting	3
ACC 261	Principles of Federal Taxation I	3
ACC 241	Auditing I	3
	Total 1st Semester Pathway	12

2nd Semester Pathway recommended		
ACC 222	Intermediate Accounting II*	3
ACC 217	Financial Statement analysis	3
ACC 240	Fraud Examination	3
ACC 134	Small Business Tax (includes Payroll Accounting)	3
	Total 2nd Semester Pathway	12
	Total Certificate Credit Requirement	24

* Principles or introductory accounting courses cannot be considered in determining whether a person has obtained the 48 minimum number of semester hours required for an accounting concentration or equivalent.

Note: Since the CPA exam is a computer-based test, students should be proficient with computers, including the ability to work with Windows, Word, and Excel. cel.

Subject	Description	Credits
ACC 134	**Small Business Tax:** Introduces taxes most frequently encountered in business. Includes payroll, sales, property, and income tax. Lecture 3 hours per week.	3
ACC 217	**Financial Statement Analysis:** Explains the generation and limitations of data, techniques for analyzing the flow of a business's funds, and the methods of selecting and interpreting financial ratios. Offers analytical techniques through the use of comprehensive case studies. Prerequisite: ACC 211 or equivalent. Lecture 3 hours per week.	3
ACC 221	**Intermediate Accounting I:** Covers accounting principles and theory, including a review of the accounting cycle and accounting for current assets, current liabilities and investments. Introduces various accounting approaches and demonstrates the effect of these approaches on the financial statement users. Prerequisite ACC 212 or equivalent.	3
ACC 222	**Intermediate Accounting II:** Continues accounting principles and theory with emphasis on accounting for fixed assets, intangibles, corporate capital structure, long-term liabilities, and investments. Prerequisite ACC 221 or equivalent. Lecture 3 hours per week.	3
ACC 231	**Cost Accounting:** Studies cost accounting methods and reporting as applied to job order, process, and standard cost accounting systems. Includes cost control and other topics. Prerequisite ACC 212 or equivalent. Lecture 3 hours per week.	3
ACC 240	**Fraud Examination:** Covers the principles and methodology of fraud detection and deterrence. Provides an introduction to the various ways fraud and occupational abuses occur, methods to identify the risk of exposure to loss from fraud, and appropriate prevention, detection, and investigation approaches. Lecture 3 hours per week.	3
ACC 241	**Auditing:** Presents techniques of investigating, interpreting, and appraising accounting records and assertions. Studies internal control design and evaluation, evidence-gathering techniques and other topics. Prerequisite or co-requisite ACC 212 or equivalent. Lecture 3 hours per week.	3
ACC 261	**Principles of Federal Taxation I:** Presents the study of federal taxation as it relates to individuals and related entities. Includes tax planning, compliance, and reporting. Lecture 3 hours per week.	3
	Total Credits	**24**

Academic Affairs and Workforce Development

WHAT'S NEW IN OCTOBER

BUILDING
GERMANNA
THIS IS OUR TIME

Arts and Sciences

Recent News in Arts and Sciences

Faculty

- Held 1st in-person faculty meeting post-pandemic to discuss data-informed approaches to student success and grading

- Commenced the search for a Director of Online Programs and Learning Support

- 14 faculty in A&S have applied for multi-year appointments, with course observations and portfolio creation currently underway

Curriculum

- Curriculum proposals were certified by the department chairs and faculty for VCCS-required Transfer Framework changes

Scheduling

- AY 24-25 schedule draft for all A&S programs sent to Dean Maea

- Draft 7-week-2 schedule for Center Street created in collaboration with Dean Maea

- Created schedule for Future Educators Academy in Culpeper

Academic Technology and Learning Support

BUILDING GERMANNA

THIS IS OUR TIME

Check out our Spooky Selections for October in the FAC Library!

What's Happening at the Library!

GERMANNA
LIBRARIES

NATIVE AMERICAN HERITAGE MONTH

Additional titles available at our branches + thousands of e-books, digital audiobooks, and films available via the library website: https://www.germanna.edu/library

GERMANNA LIBRARIES

NATIVE AMERICAN HERITAGE MONTH

Titles About Indigenous Peoples of North America
(available for borrowing from the Germanna Libraries branch listed with each title)

Song of the Sky: versions of Native American song-poems
Author: Brian Swann & Barry O'Connell
Location: Locust Grove library

Skull Wars
Author: David Hurst Thomas
Location: Fredericksburg library

Native America and the Question of Genocide
Author: Alex Alvarez
Location: Fredericksburg library

Exploring Ancient Native America: an archaeological guide
Author: David Hurst Thomas
Location: Locust Grove library

The Round House
Author: Louise Erdrich
Location: Daniel Center library

Notable Writers of the American West & The Native American Experience
Author: Laura Nicosia ed. & James Nicosia ed.
Location: Locust Grove library

Pocahontas's People
Author: Helen C. Rountree
Location: Fredericksburg library

Subjects unto the Same King
Author: Jenny Hale Pulsipher
Location: Fredericksburg library

American-Indian Warrior Chiefs: Tecumseh, Crazy Horse, Chief Joseph, Geronimo
Author: Jason Hook & Richard Hook
Location: Locust Grove library

Brother Wind: A Novel
Author: Sue Harrison
Location: Locust Grove library

The Grass Dancer
Author: Susan Power
Location: Locust Grove library

On The Rez
Author: Ian Frazier
Location: Fredericksburg library

The Land Looks After Us: A History of Native American Religion
Author: Joel W. Martin
Location: Locust Grove library

Love & Hate in Jamestown
Author: David A. Price
Location: Fredericksburg library

GERMANNA LIBRARIES

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1st Generation College Students

Titles about 1st Gen College Graduates

Experiences, Supports, and Strategies of First Generation College Student
https://ezgcc.vccs.edu

Six lessons to Succeed as a first-generation college student
https://ezgcc.vccs.edu

Student engagement in higher education : theoretical perspectives and practical approaches for diverse populations
Harper, Shaun R., 1975- ; Quaye, Stephen John, 1980-
2009
Daniel Technology Center Library
Available , Circulating Collection ; LB2342.92 .S78 2009

Clearing the path for first generation college students : qualitative and intersectional studies of educational mobility
Rondini, Ashley C., editor.; Richards, Bedelia Nicola, editor.; Simon, Nicolas P., editor.
2018
Ebook Central Academic Complete

Developing and implementing promising practices and programs for first-generation college students
Troy, Charmaine, editor.
2023

Developing and implementing promising practices and programs for first-generation college students
Troy, Charmaine, editor.
2023

Geographies of Campus Inequality : mapping the diverse experiences of first-generation students
Benson, Janel E., author.; Lee, Elizabeth M., author.
2020

College belonging : how first-year and first-generation students navigate campus life
Nunn, Lisa M., 1975- author.
2021

Giants Among Us: First-Generation College Graduates Who Lead Activist Lives
Rodriguez , Sandria
2001

I Am Where I Come From: Native American College Students and Graduates Tell Their Life Stories
Andrew Garrod, Robert Kilkenny, Melanie Benson Taylor / Andrew Garrod, Robert Kilkenny, Melanie Benson Taylor; Melanie Benson Taylor ; Andrew Garrod ; Robert Kilkenny
2017

Amplified voices, intersecting identities. Volume 2 : first-gen phds navigating institutional power in early academic careers
Van Galen, Jane A., editor.; Sablan, Jaye, editor.
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ARTICLE
Stalling at the starting line: First-generation college students' debt, economic stressors, and delayed life milestones in professional psychology
Wilcox, Melanie M. ; Pietrantonio, Kipp R. ; Farra, Aisha ; Franks, Danielle N. ; Garriott, Patton O. ; Burish, Emily C.

ARTICLE
Promoting First-Generation College Students' Mental Well-Being: Student Perceptions of an Academic Enrichment Program
Swanbrow Becker, Martin A ; Schelbe, Lisa ; Romano, Kelly ; Spinelli, Carmella
Journal of college student development, 2017, Vol.58 (8), p.1166-1183

ARTICLE
Opportunities for change : What factors influence non-traditional students to enroll in higher education?
McCall, Deanna ; Western, Deborah ; Petrakis, Melissa
Australian journal of adult learning, 2020, Vol.60 (1), p.89-112

VIDEO
Seniors : four years in retrospect
Geller, Dan, director, producer.; Goldfine, Dayna, director, producer.; California Newsreel (Firm), distributor.; Geller/Goldfine Productions, production company.
1997
online access

VIDEO
The History Makers video oral history with George Campbell, Jr.
Campbell, George, Jr. interviewee.; Richardson, Julieanna L., interviewer.; Bieschke, Paul, director of photography.; HistoryMakers (Video oral history collection), production company.
2016]

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https://www.germanna.edu/library

EMPOWERING FIRST-GEN STUDENTS:

BREAKING BARRIERS CREATING A BRIGHTER FUTURE

GERMANNA LIBRARIES

Instructional Support Services

- **Distance Learning Trainings Underway**
  - Growing with Canvas – for all new faculty
  - Regular and Substantive Interaction: In Progress
  - Teaching Online Program: In Progress
- **Want to play with Generative AI? Come to our Monday AI Chats (Mondays at 4 PM)**
- **Spring 2024 Courses will be ready in November!**
- **QM Reviews for College Everywhere Courses coming Spring 2023**

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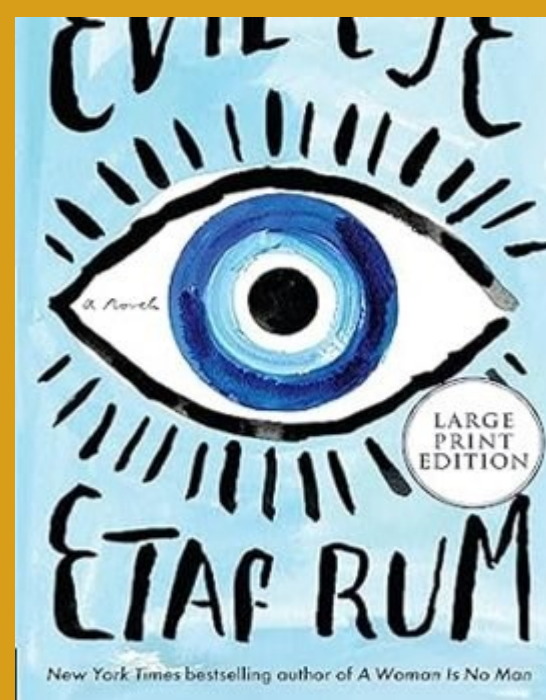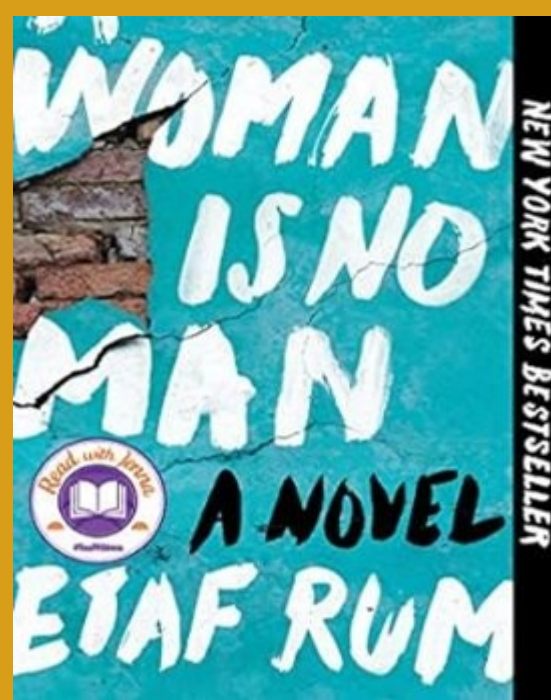
Center for Teaching and Learning

- Community Conversations are complete for Fall 2023!
  - Check out the links above to the books from our speakers this fall.
  - Many of them are coming to the Germanna Library!
  - Stay tuned for our upcoming schedule for Spring 2024.
- Want to present at the Spring 2024 PD Days? Fill out our Proposal Form!

Health Sciences

Health Sciences

OCTOBER 2023
DIVISION UPDATES

Division Updates

•**NEW Teammates coming soon!**
  •Administrative Assistant - Nursing Department
  •Administrative Assistant - Health Technologies Department
  •Clinical Coordinator - Nursing Department

Division of Health Sciences 'Sensational Smores where we Ignite Wellness' Appreciation Day in celebration of the dedication of our Faculty - Date: TBD

Health Sciences **Advisory Committee Meeting -** February 22, 2023

Exciting times at Germanna!
  •Limited 25 Center Street opening planned for 7w2 session of FA24; Full opening scheduled for SP25

Nursing Department

Great News!!

•Successful PN NCLEX site visit occurred October 23rd

•PN NCLEX 1st Time Pass Rates increased to 90.9%!!!

Upcoming Events

• Disaster Simulation on *November 18th & 19th* at LGC
   - An interprofessional simulation with students from multiple healthcare programs

Monthly Healthcare Open House at LGC
November 16th at 10am & 5pm

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Health Technologies

•Successful Dental Hygiene site visit – September 21 & 22

•Upcoming Pharmacy Technician Site Visit – October 26

•Paramedic – 1st cohort graduates – December 2023!

•Behavioral Health Technician (Workforce)

- Starting November 1
- Funded by Claude Moore Foundation and in partnership with RACSB.
- One step toward an associate degree in Human Services

Researching Viewing Viability of New Programs

→ Medical Billing/Coding
→ Doula
→ Echo Technician
→ EKG Technician

→ Respiratory Therapy (transfer to Reynolds with synchronous Zoom lectures and lab/clinicals in our region)

Professional & Technical Studies and Workforce Development

BUILDING GERMANNA
THIS IS OUR TIME

Phlebotomy

Core Craft Skills

Credential Classes are in full swing at the Fredericksburg Campus!

COMMONWEALTH of VIRGINIA
Office of the Attorney General

What Every Board Member
Absolutely *has* to Know about FOIA

Do not underestimate the importance of Virginia's Freedom of Information Act ("FOIA"). This is very serious business. These are laws -- not just corporate bylaws or operating protocols that can be disregarded. Violations risk invalidation of board decisions and expose the institution and you personally to embarrassment, litigation, and civil penalties of up to $5,000.[1] The greatest loss, however, is the resulting damage to public confidence in you and the institution. In fact, the Governor could publicly request your resignation.

The idea behind FOIA (which was first enacted in 1968) is that the Government's business is the people's business. FOIA ensures that citizens have the right to inspect and copy public records and to attend public meetings.[2]

FOIA governs many aspects of the operation of boards, and has wide application to the conduct of members, even when they are not at meetings. All members must be aware of the basic requirements of FOIA.

This Synopsis and FAQs are designed to give the Board of Visitors ("BOV" or "Board") a basic understanding of their personal responsibilities under FOIA and to ensure that you are aware that FOIA compliance is your responsibility. It is not comprehensive. It does not cover all aspects of FOIA. Whenever you have any concerns, questions, or uncertainties about FOIA or its application, you should contact your FOIA Officer or University Counsel.

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[1] § 2.2-3714.
[2] § 2.2-3700.

Table of Contents

VIRGINIA'S FREEDOM OF INFORMATION ACT: SYNOPSIS

Documents and Email

- FOIA broadly guarantees public access to public records, including your notes and correspondence concerning University business. This includes e-mail, text messages, voice mail message, digital documents, and even preliminary drafts of documents.[3] There are numerous exemptions, which are all fact-specific.[4] Always be sensitive to the potential for public disclosure of your written communications. Any request by the press or any person to inspect your public records should be brought immediately to the University's attention to ensure a timely and proper reply. Oral and informal requests to you are considered legitimate FOIA requests. Any request for public records, regardless of the request, is a FOIA request.

Meetings

- Unlike the private sector, the public (including employees of the institution) and press have a right to be present at your board and committee meetings.[5]

- All meetings of the Board, including its committees and subcommittees, in addition to any other group or entity appointed by the Board to advise it or exercise delegated power, must be conducted in an open meeting with at least three working days advance public notice of meeting time and location.[6] It does not matter that a meeting involves no actual voting or transaction of business, such as, for example, retreats.[7] A meeting exists in the eyes of the law whenever three or more Board members meet and discuss any University matter.[8] Voting on any University action must always be conducted in open session.[9] Voting by secret ballot or proxy is prohibited.[10]

- Once properly convened and in open session, discussions regarding certain limited topics can be held in closed session.[11] The justification for closed session does not depend on whether a subject may be very sensitive or political, or that a confidential setting might encourage more candid exchanges. Closed sessions must be specifically authorized by FOIA.[12]

- Also, to go into closed session, certain specific procedural steps must be taken, including:[13]

  o Advance public notice for the meeting must have been given.

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[3] § 2.2-3700.
[4] *See* § 2.2-3705.1-3705.8.
[5] § 2.2-3700.
[6] § 2.2-3707.
[7] § 2.2-3701.
[8] § 2.2-3701.
[9] § 2.2-3711(B).
[10] § 2.2-3710.
[11] § 2.2-3711.
[12] § 2.2-3711.
[13] For "closed session" procedures, *see* § 2.2-3712.

- During the meeting in open session, the Board must vote on a motion authorizing a closed session. This public motion must reasonably identify both the purpose for the closed session and the subject for discussion.
- While in closed session, the discussion must be related only to the topic identified in the public motion. Take care not to digress into any unrelated areas or other subjects, even if those topics would be eligible for closed session with a proper motion. It is your responsibility both as a matter of law and common sense that you stick to the subject matter described in the motion authorizing the closed session.
- Any action the Board wishes to take as a result of discussions in closed session must be voted on in open session.
- When discussion in closed session is adjourned, the chair of the meeting should immediately direct the opening of doors and inviting public/staff into the room for open session.
- Once back in open session, each member of the body will then be required to certify publicly that his or her discussion in closed session was proper and related to the permitted subject set forth in the motion convening the closed session.
- The law requires you to invite your University Counsel to all BOV and committee meetings, including all closed sessions. This also protects the Board in the event the discussion in closed session is questioned.

- There are two ways the Board can meet by electronic communications means (such as by telephone or video conference):

  - First, if the Governor has declared a state of emergency (or the Board's locality has declared a local state of emergency), and the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location, the Board can meet by electronic communication means as long as the purpose of the meeting is to provide for the continuity of operations of the public body or the discharge of its lawful purposes, duties, and responsibilities. The public must be given notice of such a meeting at the same time as Board members, using the best available method given the nature of the emergency. The Board must also make arrangements for public access to such meeting through electronic communication means used by the public body.[14]
  - Second, the Board may hold an "all-virtual" electronic meeting provided that (1) the all-virtual nature of the meeting and the means for public electronic access to the meeting are disclosed in the public notice of the meeting;[15] (2) the electronic communication means used for the meeting must allow the public to hear all members of the Board or committee participating in the meeting and, when audio-visual technology is available, to see the members of the Board or committee as well; (3) the Board staff monitor the electronic communication means during the meeting and ensure that any interruption of audio or video results in a suspension of action at the meeting until repairs are made and public access is restored; and (4) the proposed agenda and all agenda packets (including, unless exempt, all materials furnished to members for the meeting) are made available to the public

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[14] § 2.2-3708.2 (effective September 1, 2022).
[15] Once public notice has been given, the electronic communication means for the meeting cannot be changed without issuance of a new meeting notice.

in electronic format at the same time that such materials are provided to Board.[16] There are two important caveats to the all-virtual meeting rule:

- o During all-virtual meetings, no more than two members of the Board or committee may be together in one remote location unless that remote location is open to the public to physically access it.
- o The Board or any individual committee may not convene an all-virtual meeting i) more than two times per calendar year or 25% of the meetings held per calendar year rounded up to the next whole number, whichever is greater; or ii) consecutively with an all-virtual meeting.

- An individual Board member may participate in a Board or committee meeting by electronic communication means is if before or on the day of the meeting, a board member notifies the chair that (1) the member (or a family member in the Board member's care) has a temporary or permanent medical condition that prevents the Board members' physical attendance; (2) that the Board member's principal residence is more than 60 miles from the meeting location identified in the public notice for such meeting; (3) that the Board member is unable to attend the meeting due to a personal matter (which must be specifically identified). However, a Board member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.[17] In addition:

  - o The Board must have: adopted a written policy allowing for and governing participation of its members by electronic communication means, including an approval process for such participation, which must be applied strictly and uniformly, without exception, to the entire membership and without regard to the identity of the member making the request or the matters to be considered or voted on during the meeting;
  - o There must be a quorum of the Board or committee physically assembled at the primary meeting location; and
  - o The Board must makes arrangements for the voice of the remote participant to be heard by all persons at the primary meeting location.

Whenever a member wants to participate by telephone (or other means of electronic communication), please consult with University Counsel.

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[16] § 2.2-3708.3(C) (effective September 1, 2022).
[17] § 2.2-3708.3(B) (effective September 1, 2022).

Frequently Asked Questions

FOIA GENERALLY

What does FOIA do?

In general terms, FOIA defines what a meeting is and requires that all meetings be open to the public.[18] It also prohibits discussion of public business among members outside of meetings.[19] There are, however, exceptions to these general meeting requirements that each member should be familiar with.[20]

FOIA also requires that all public records (with some limited exceptions) be made available upon request to members of the public for inspection and copying.[21]

All public records and meetings are *presumed* open, and the Board and the institution have the burden always of being prepared to prove that there was a legitimate reason for closing meetings or withholding records.[22]

FOIA also requires that its open government provisions be liberally construed, and its exemptions be narrowly construed. This means that you should always err on the side of leaving meetings open rather than closing them, and releasing documents rather than withholding them.[23]

Whenever you have specific questions about FOIA or its requirements, please do not hesitate to contact counsel.

FOIA requires that some records be withheld and some meetings be closed, right?

Wrong. The exemptions to disclosure of records and for closed sessions are discretionary, not mandatory. There is no penalty for *releasing* records that *could* be withheld under a FOIA exemption (though other provisions of federal and state law, such as FERPA, may prohibit disclosure). There is also nothing that says a meeting *must* be closed just because it *could* be closed under a meetings exemption under FOIA. Please contact counsel if you have concerns about federal or state law that might prohibit release of information.

Who does FOIA apply to?

FOIA applies to all public bodies. In the context of public institutions of higher education, that means that FOIA applies to the institution and all of its officers (including members of the Board) and employees.[24] It also applies to the operations of the Board itself together with all of its

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[18] § 2.2-3700.
[19] § 2.2-3707.
[20] §§ 2.2-3707.01 and 2.2-3711.
[21] §2.2-3704.
[22] § 2.2-3700(B).
[23] § 2.2-3700(B).
[24] § 2.2-3700.

committees and subcommittees, and any other groups or entities appointed by the Board to advise the Board or exercise delegated functions.

MEETINGS

Meetings Generally

Can we meet without telling anyone? [25]

FOIA requires that all meetings of the Board or any committee or subcommittee be advertised to the public for at least three working days. The notice requirements of FOIA are very specific. The secretary to the Board will handle the details of complying with these. Members of the Board, however, should be aware that any meeting called must be far enough in advance that the secretary has time to prepare the notice properly and advertise the meeting for three working days in the various ways required by FOIA. Any materials the institution supplies to Board members before the meeting also must be supplied to the public at the same time, with the exception of documents that are specifically exempt under FOIA from disclosure.[26] This includes any materials one Board member sends to all other members.

If your bylaws call for more notice for meetings than FOIA does, you must comply with the stricter provisions of the bylaws.

Can less than a quorum of the Board – say three or four members – get together informally to discuss affairs of the institution?

No. A gathering of three of more members of the Board where business is discussed is illegal, unless the gathering has been properly advertised for at least three working days as a meeting. It does not matter that a quorum was not present.[27] If more than two Board members serve on an institution-related foundation's board, FOIA will likely be violated.

This prohibition is generally against *three or more* members discussing public business. *Two* members may discuss public business in person, on the phone, or otherwise, with one notable exception. If those two members constitute either the entirety or a quorum of a committee or subcommittee, or other group that has been designated by the Board or Board Chair to advise the Board or has been delegated some responsibility by the Board, then any discussions between them must be properly advertised as a meeting. Otherwise, the gathering is an illegal "meeting" under FOIA.[28]

Can't I even go to a cocktail party or dinner with two (or more) other Board members?

Yes, of course you can. While there, you may even discuss business with *one* other member at a time.

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[25] For details *see* § 2.2-3707.
[26] § 2.2-3707(F).
[27] § 2.2-3707.
[28] § 2.2-3701.

Three members, however, may not discuss public business together, and a third member may not listen to the conversation of the other two.

Please keep in mind that this prohibition applies at *all* times and in *all* places – including, for example, lunches, dinners, and social occasions held in conjunction with Board meetings or at annual professional conferences. For example, if a Board holds a luncheon between the morning and afternoon sessions of a meeting, the Board must advertise the luncheon as a meeting and have the luncheon open to members of the public, or ensure that Board members do not discuss any public business during the luncheon. That's a difficult task, but a mandatory one.[29]

The Board wants to take a bus tour of campus and our new facilities during a break at our Board meeting. Any problem with this?

No, provided that arrangements are made also for members of the press and public to be present whenever any institutional business is discussed. That means you might need a big bus if any discussions will take place on the bus. (This was a real-life problem at another institution.)[30]

Our Board members routinely serve on ad hoc committees or task forces. Must the institution advertise these meetings?

If three or more Board members are on a committee, the meetings must be noticed. You can avoid noticing all of these meetings by having only one or two board members on the committee or task force.

We hold an annual retreat. This is a very informal work/training session. No business is conducted and no action is taken. Do we have to advertise this meeting and allow the press and members of the public to attend?

Absolutely. Any get-together of three or more members at which the business or operations of the institution are discussed is a "meeting" under FOIA. Retreats and work sessions are no exception. They must be properly advertised, and must be open unless an exemption applies to a specific matter under discussion.[31]

Who can come to our meetings?

Anybody who wants to may attend your meetings. All meetings must be open to the public. Any member of the public (including, of course, press, employees, and students) has a right to attend, listen, and make a video or audio recording of any meeting. The Board can put reasonable restrictions on recording to ensure that actions of the press or public do not disrupt the meeting.

You will, at times, have outside consultants present at your meetings. They will not be familiar with FOIA and may expect or request confidentiality that FOIA does not permit. The Board and staff should provide these consultants with information that will reduce the conflict between their expectations and what FOIA permits.

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[29] § 2.2-3701.
[30] § 2.2-3700.
[31] § 2.2-3701.

Do we have to tape record our meetings?

No. Recording meetings is not required. However, proper minutes must be taken. Draft minutes and final minutes must be posted to the institution's website and the Commonwealth Calendar within seven working days of final approval.[32] The secretary to the Board will ordinarily have this responsibility.

Do we have to take minutes?

Yes. FOIA requires that minutes be taken of every meeting, including retreats or work sessions. Minutes must include (a) the date, time, and location of the meeting; (b) the members of the public body recorded as present and absent; and (c) a summary of the discussion on matters proposed, deliberated or decided, and a record of any votes taken.[33] Also, minutes, including draft minutes that fairly reflect actions taken, must be posted on the website and the Commonwealth Calendar within 10 days following the meeting.[34]

Closed Meetings

What are the exceptions to open meetings? When can we hold a closed session? [35]

FOIA has 54 exceptions to the open meetings requirement, not all of which will apply to every public body. The exceptions most likely to be utilized by Boards to justify closed sessions are:

(1) *the personnel exception:* discussion, consideration, or interviewing of prospective candidates for employment; or the discussion of assignment, appointment, promotion, performance, demotion, salaries, discipline, or resignation of *specific* employees. This exception does not apply to discussion of members of the Board themselves. It is also inapplicable to discussions of general policy or operations – for example, reorganization – that would refer to reassignment or laying off of employees – unless the discussion centers upon *specific* employee(s).

(2) *the scholastic record exception:* discussions or consideration of admission or disciplinary matters, or other matters that would involve disclosure of information in scholastic records (as defined in FOIA) of specific student(s). Generally speaking, however, the student or his lawyer is entitled to attend those closed sessions.

(3) *the real property exception:* discussion or consideration of the acquisition or disposition of real property where open discussion would adversely affect the bargaining position or negotiating strategy of the institution. This exception does not apply once the real property has been acquired or disposed of, and does not include potential use of real property.

(4) *the investment exception:* discussion or consideration of the investment of public funds where competition or bargaining is involved, where, if made public initially, the financial interest of the

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[32] § 2.2-3707.1.
[33] § 2.2-3707.
[34] § 2.2-3707.1.
[35] For full list of exceptions, *see* § 2.2-3711(A). The statute does refer to the exemptions for "closed meetings" but as will be discussed, a more accurate description is that they are a "closed session" within a meeting. The term "closed session" will be used in these FAQs.

institution would be adversely affected. This exception might occasionally be invoked during discussion of endowment funds investment.

(5) *the legal advice and work product exceptions:* consultation with legal counsel for legal advice on specific matters requiring legal advice, and consultation with counsel and briefings by staff members or consultants pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the public body.

(6) *the development exception:* discussion or consideration of matters related to gifts, bequests, and fund-raising activities, and grants and contracts for services or work to be performed by the institution.

(7) *the honorary degree exception:* discussion or consideration of honorary degrees or special awards.

(8) *the terrorism or cybersecurity exception:* discussions related to plans to protect public safety as it relates to terrorist activity and the response to that activity. This exception also includes discussion of specific cybersecurity threats and vulnerabilities.

(9) *the contract exception:* the discussion of the award of a public contract involving the expenditure of public funds, where discussion in open session would adversely affect the bargaining position or negotiating strategy of the institution.

You should always consult with University Counsel well in advance of going into any closed session. The above are brief descriptions of exceptions for going into closed sessions – the "basics". In each case, there are additional, specific legal criteria or requirements to be considered.

When are we required to go into closed session?

You are never required by law to go into closed session. FOIA gives the Board the option of doing so when the topic of discussion falls within a FOIA open meeting exception.

What must we do to go into closed session?

First, all meetings must have been properly noticed. FOIA does not permit a "closed meeting." All meetings are open, but for limited purposes, you may go into a "closed session." This is so even if the only reason the Board is having the meeting is to go into closed session. A closed session may be held as a small part of a larger open meeting, or a meeting may be called and noticed specifically for the purpose of having a closed session. But in any event, all meetings must first be convened as an open meeting, and then proper procedures must be followed to go into closed session. Closed sessions must be followed by an open session certification that the closed session was proper.

A detailed motion must be made to go into closed session. That motion, which must be included in the open meeting's minutes, must identify: (1) the closed session's subject matter; (2) the closed session's purpose, i.e., what you are talking about and why; and (3) the specific exemption under § 2.2-3711(A) that applies. General references to FOIA or to the subject matter of the meeting do not suffice.[36]

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[36] § 2.2-3712.

Your counsel can provide a "script" to use in going into closed session.

What if we are in open session with only the BOV and President are present, and we want to discuss something that we would ordinarily discuss in closed session. Can't we do that without going through the formalities?

You certainly may hold the discussion without going into closed session, but there are some shortcomings to that approach, including that minutes would have to be taken, whereas minutes would not be required in a closed session.[37]

What can we discuss in closed sessions?

Once the Board properly goes into closed session, you can discuss only those specific matters identified in the motion to go into closed session. For example, if the Board went into closed session to discuss "personnel matters – specifically the salary of the president," the Board could not discuss any other matter, not even a different personnel matter, even if that other matter might have been the proper subject of a closed session had it been included in the motion.[38]

It's easy to stray from the topic identified in the motion for closed session. One responsibility of your counsel is to watch closely and call any deviation to your attention.

Who is permitted to go into a closed session with the Board?

Just because the Board goes into closed session, it does not mean that everyone other than Board members must be excluded. The Board can allow anyone to attend that the Board believes is necessary to the discussion. That said, it is best to allow *only* those persons deemed necessary to the discussion.

Governing boards are required by law to invite and include legal counsel in all meetings, including closed sessions.[39] The Board is focused on conducting its business, and not focused on making sure it discusses only matters for which it went into closed session. It is very easy to stray from the central discussion, and the lawyer can focus attention on keeping the Board within legal bounds. This is important in that each individual Board member must certify upon leaving closed session that nothing was discussed other than the matter(s) mentioned in the motion to go into closed session.[40] Your counsel can also identify that legal advice may be needed when Board members are unaware that legal issues are implicated.

Who decides when closed session is appropriate?

The Board as a whole is responsible for deciding whether to go into closed session and who should be included and excluded. The Board decides to go into closed session through passage of the motion to do so. As a matter of governance, the Board as a whole also should

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[37] § 2.2-3712(I).
[38] § 2.2-3712.
[39] § 23.1-1303.
[40] § 2.2-3712(D).

decide who should stay and not rely solely on the Chair, the secretary to the Board, or the President to make that call.[41]

Barring unusual circumstances, for practical reasons, the President should remain in most closed meetings.

Can we vote in closed session?

Well, yes and no. The Board can take non-binding votes – straw-polls, of sorts – to get a sense of how a public vote will go. No "official" vote, however, may be taken. Any action that is required as a result of discussions in closed session must be taken after going back into the open meeting.[42] Members are not legally bound to vote in the open meeting as they indicated they would in closed session.

What do we do when we have finished our closed session discussions?

The Board must reconvene, by motion, in open session following a closed session, even if they have no more business to conduct. After the room is opened and visitors are informed that the meeting is now open, each member of the body must affirm by roll call or recorded vote that only those matters lawfully exempted and identified in the motion to close the meeting were heard or discussed. Any member who believes matters outside the scope of the motion were discussed must say so prior to the vote. A statement that describes the substance of the departure must be included in the minutes.[43]

Board members must take the certification process seriously. Failure to certify that the closed session was held properly does not affect the validity or confidentiality of matters discussed in the closed session or action taken on those matters later in the open meeting.[44] However, a deviation from the proper subject of the closed session and the failure of a unanimous certification vote could subject the Board to public criticism. Furthermore, if a court finds that a public body voted to certify a closed session it should not have certified, a court may impose a penalty on the public body of up to $1,000.[45]

May Board members talk with other people about matters that were discussed in closed session?

There is no *legal* prohibition against Board members revealing discussions held in closed sessions and the Board itself may not prohibit such. Board members are officers of the Commonwealth, and within legal parameters, each must decide how to best execute their responsibilities to the Commonwealth and the institution. Common sense, professional norms, and individual consciences must dictate Board members' actions. One notable exception from Federal law: FERPA generally prohibits all school officials, including Board members, from revealing information obtained from student records. Other privacy requirements outside of FOIA may exist under federal and state law. Please consult counsel if you have questions.

[41] § 2.2-3712(F).
[42] § 2.2-3711(B).
[43] § 2.2-3712(D).
[44] § 2.2-3712(E).
[45] § 2.2-3714(C).

Should minutes be taken in closed session?

Not necessarily. There is no requirement that minutes be taken in closed session.[46] Any minutes that are taken need not be disclosed. They *may* be released, however, in the Board's discretion. In general, a Board may prefer not to take minutes because there would not be any documents that could be released inadvertently.

What is an executive session?

The term executive session no longer has any legal significance. Under FOIA, there is a meeting and you are either in open session or closed session. For that reason, we strongly suggest that Boards abandon using the terminology "executive session." Further, it is common for Board members and others to confuse "executive session" and "executive committee."

Meetings Using Electronic Communication Means[47]

May we hold a meeting by telephone or video?

Sometimes. Under FOIA, meetings to discuss or transact public business *generally* may not be conducted by telephone, video, or other electronic communication means. Instead, members must be physically assembled in one place. However, a Board may conduct a meeting through such electronic means, provided that it strictly complies with the special FOIA provisions governing such "all-virtual" meetings. Electronic communication meetings, excluding emergency meetings, are referred to as "all-virtual meetings" throughout these FAQs.

Must all-virtual meetings be open to the public?

Yes. The public is entitled to attend open all-virtual meetings, and the electronic communication means used must allow the public to hear all members of the Board or committee participating in the meeting and, when audio-visual technology is available, to see the members of the Board or committee as well. If the all-virtual meeting is a meeting in which public comments are customarily received, the public must be afforded the opportunity to comment through electronic means, including by way of written comments. Members of the public must be provided with the agenda, agenda packets, and all other materials provided to the Board, unless the information is prepared for a closed session, or otherwise exempt.

How much notice must be given of all-virtual meetings?

The notice required for all-virtual meetings is three (3) working days – the same as for other meetings. As with other meetings, the secretary to the Board ordinarily will handle posting the proper notice. Again, if Board bylaws require more than 3 working days' notice, the longer notice period must be met.

There are very specific requirements regarding the notice that require many details about the meeting to be known in advance. For example, the notice must specify the electronic communication means by which members of the public may listen to or observe the meeting. It is a good idea to consult with counsel prior to issuing a notice for an all-virtual meeting.

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[46] § 2.2-3712(I).
[47] All rules regarding all-virtual meeting can be found in: § 2.2-3708.3.

May members of the board call in from different locations?

Yes, but there are some limitations. No more than two members of the Board or committee may be together in one remote location unless that remote location is open to the public to physically access it.

May a member call in from wherever he or she happens to be at the time of the meeting?

Yes, unless the remote location includes the presence of more than two Board or committee members, in which case it must have been identified in the notice.

If a remote location that is open to the public is noticed, then the member decides to attend at another location, may we then omit the original location?

No. Once a location is noticed as a remote location, public access must be provided at that location unless the entire meeting is cancelled and re-noticed for at least 3 working days later.

If something comes up after the three working days' notice that prevents a board member's physical attendance at a meeting, can a board member still participate?

Yes, but only under certain conditions. A member may participate by electronic communications means (including telephone or videoconference) if on or before the day of the meeting, a member notifies the chair that (1) he or she (or a family member in the member's care) has a temporary or permanent medical condition that prevents the Board member's physical attendance, (2) the Board member's lives more than 60 miles from the meeting location identified in the public notice for such meeting, (3) or that the Board member is unable to attend the meeting due to a personal matter (which must be specifically identified)..[48] The Board must have a written policy that allows for such participation and the chair must approve the board member's participation. There are several other requirements and limitations, so please consult with counsel if this issue arises.

May we hold all of our meetings as all-virtual meetings?

No. The Board or any individual committee may not convene an all-virtual meeting i) more than two times per calendar year or 25% of the meetings held per calendar year rounded up to the next whole number, whichever is greater; or ii) consecutively with an all-virtual meeting.

Must the all-virtual meeting be recorded or minutes kept?

There is no requirement that the meeting be recorded. However, minutes must be kept just as with physical meetings.

What if a phone or video goes out or there is some other problem with communication during the meeting?

If during the meeting there is any interruption in the audio or video communication, the meeting must be suspended immediately and may not be resumed until repairs are made. The notice of the meeting must include a phone number to notify the Board of any interruption.

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[48] § 2.2-3708.3(B) (effective September 1, 2022).

May a member call in on the telephone and participate in discussion at a meeting so long as the member does not vote?

If the institution cannot satisfy all statutory requirements to conduct an all-virtual meeting, and the member cannot satisfy the statutory requirements for remote participation, a member may call in from a location, provided that the member *only listens*, and does not otherwise participate in any manner. However, the more conservative and safer approach would be to avoid this scenario.

What types of meetings may be held as all-virtual meetings?

Any otherwise-permitted meeting of the Board, including closed sessions and emergency meetings, may be held as an all-virtual meeting. Meetings of committees or subcommittees of the Board also may be held as all-virtual meetings, but must comply with the same requirements as all-virtual meetings of the entire Board.

May we use email to communicate between meetings?

The nature of the email use is an important factor in determining whether its use is proper.

There is nothing improper or illegal about using email in and of itself. Email provides a fast, efficient means of communication for you in your public service life, just as it does for you in your personal and professional life. Nothing prohibits the use of standard email for general communication between or among members. This type of communication is analogous to mailing copies of a letter or mass distribution by fax, and is not specifically governed by the meeting provisions of FOIA.

It is important to note, however, that the *nature of e-mail use* will determine the legality of its use. No *lawful* meeting may be held by email. That is to say, if three or more members of a public body (or a quorum if less than three) communicate by instant e-mail or texts, or if members are present at computers to receive and send e-mail simultaneously, that may well constitute an *illegal* meeting.

When the use of e-mail more resembles communication through ordinary mail, with significant delay between receipt and response, there is no "meeting" under FOIA. In contrast, when the exchange of e-mails resembles an assemblage of members of a public body, in that e-mails are being sent and responded to in quick fashion, such that there is a feature of simultaneity, then such an exchange may be a "meeting" under FOIA, albeit an unlawful meeting.

Board members should exercise extreme caution in the use of email. Use of distribution lists could set the stage for an illegal meeting. Consider, for example, that a Board member sends an email to all members of the Board, and two of those members happen to be sitting at their computers – not an unlikely situation. If those two members respond to the message using function "reply all" within a short timeframe, we have an *illegal meeting*, subjecting the members to public criticism and the monetary penalties of FOIA. Please avoid sending a reply to all Board members at the same time.

Also, keep in mind that emails that discuss the transaction of public business are "public records" under FOIA and must be produced in response to a request. (See below under "Records.") Be careful what you write.

Emergency Meetings

What if the University or Board has an emergency? Can we meet without three days' notice?

Yes, but only if the Governor has declared a state of emergency (or the Board's locality has declared a local state of emergency), and the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location, If that is the case, then the Board can meet by electronic communication means as long as the purpose of the meeting is to provide for the continuity of operations of the public body or the discharge of its lawful purposes, duties, and responsibilities.[49] . The public body must give notice that is "reasonable under the circumstances." In an emergency, notice must be given to the public and to Board members at the same time.[50] If the emergency meeting is held using electronic communication means, then the Board must also make arrangements for public access to such meeting through those same electronic communication means.

May we hold an emergency meeting without 3 days' notice?

Yes. If an emergency meeting is called, reasonable notice under the circumstances must be provided to the public. Generally, that would mean providing notice to the same persons as in a non-emergency by the most expedient method possible. Notice must be given to the public contemporaneously with that given members of the Board.[51]

If an emergency meeting is held, must public access be provided?

Public access to an emergency meeting is required, but may be offered through communication means, including videoconferencing if already used by the Board. The Board must meet all other meeting requirements; for example, minutes must be kept. Furthermore, the minutes of the meeting must state the nature of the emergency.[52]

RECORDS

What does FOIA require regarding public records?

In general, FOIA requires that unless an exception applies, all records in the possession of a public employee or officer (including Board members) that relate to public business must be made available to Virginia citizens and members of the media upon request. They are entitled to read and inspect the document and to make copies. (Generally, institutions find it easier to provide requestors with copies rather than requiring the requestor to make the copies.) We generally refer to a request for public records as a "FOIA request."[53]

What is a "public record"?

Public records are basically anything the institution and its officials and employees use to transact public business and record data, whether produced by them or others. Records include

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[49] § 2.2-3708.2 (effective September 1, 2022).
[50] § 2.2-3707(D).
[51] § 2.2-3708.2(D)(2).
[52] § 2.2-3708.2(D)(7).
[53] § 2.2-3704.

(among other things) paper documents such as copies of letters, contracts, memos, etc. Also included are video tapes and audio tapes; digital documents on computer hard drives and servers; and text messages on cell phones – in short, anything that records or documents public business is a public record.[54] If it is about public business, it's a public record. This includes anything in a member of the Board's home or work computer or otherwise in his or her possession.

Do FOIA requests have to be in writing?

Absolutely not. Any request made for records is a FOIA request, whether made orally, by letter, or by email. Additionally, the person requesting records need not use any magic words, such as "records," or "FOIA."[55] The requestor is not required to tell you why he or she is asking for the records or what they intend to do with them and you should not ask.

Whenever anyone asks you for anything related in *any way* to the business of your institution, you should report it immediately to the institution's FOIA officer – even if you do not have any records you believe to be responsive to the request. Others within the institution may have responsive records, and the institution is under a very tight time frame within which to produce the records or object to production.[56]

Are there exceptions to the requirement that we produce requested records?

Yes. In fact, there are well over a hundred exceptions. Your responsibility as a Board member is to report any request for records to your institution's FOIA officer or counsel. They will help you and others determine what exemptions might apply and how best to respond to the request.[57] The role of the FOIA officer is to assist in document collection to be responsive. Legal questions should be directed to legal counsel.

How long do I have to produce records in response to a FOIA request?

The institution has only 5 working days to respond initially, thus the importance of reporting any request immediately to the institution's FOIA officer. The FOIA officer will assist you and others in gathering documents and properly responding to the request. Even if the institution invokes the permitted extension of time, the initial response still must be made within 5 working days, and a final response must be made within 12 working days of the initial request, unless other arrangements are worked out between the FOIA officer and the requestor.

Never attempt to respond to a FOIA request on your own without consulting your FOIA Officer or counsel.

Would a FOIA request require me to give an account of some event I witnessed, for example, write a description of a discussion I had with another Board member?

No. FOIA only requires the production of already-existing public records. It never requires that a record be created. (Please note that pulling data from an existing database or other structured collection of data is not creating a record.) At times, an institution may find it

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[54] § 2.2-3701.
[55] § 2.2-3704(B).
[56] § 2.2-3704.
[57] To view the exclusions, *see* §§ 2.2-3705.1-2.2-3705.8 and § 2.2-3706(B).

preferable for any number of reasons to create a new document rather than producing the existing documents that were requested. That's fine, as long as the requester agrees.

What about my personal documents, including for example, handwritten notes such as those from meetings or discussions with alumni, email at home on my personal computer, etc.?

First, please understand that *any* record (letter, memo, scribbled note, email, audio recording, or any other) that in any way relates to the business of the institution is *not* a personal document or record, it is a *public record*. This is the case no matter where it is located. Therefore, if the institution, officers, or employees receives a FOIA request, records would have to be produced if responsive to the request.[58]

PENALTIES[59]

So what if we violate FOIA? What's the big deal?

First, members of the Board are entrusted with the public confidence, and a FOIA violation is breach of that trust. The General Assembly has determined that, with specific exceptions, the public's right to open government is not to be violated. Extreme embarrassment to the University and you personally can result from FOIA violations.

Beyond that, any citizen can file a complaint in court if he believes that the institution has violated FOIA. It is up to the officer or employee to prove that an exception to FOIA was cited appropriately. Anyone may rely in good faith on Virginia FOIA Council opinions.[60] However, if not successful, the offending officer or employee can be fined personally up to $2000 for the first occurrence and up to $5000 for additional occurrences. In addition to these penalties, any officer or employee that alters or destroys requested records with the intent to avoid complying with a FOIA request can be fined personally up to $100 per record altered or destroyed.[61]

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[58] § 2.2-3701.
[59] For violations and penalties, *see* § 2.2-3714.
[60] § 2.2-3715.
[61] As mentioned previously, a public body also may be fined up to $1,000 if it votes to certify a closed session that was not held in accordance with FOIA.

GERMANNA

OFFICE OF HUMAN RESOURCES

FY 2022-2023 Updates

GERMANNA
COMMUNITY COLLEGE

RECRUITMENT

- **Since July 1, 2023**
  - Hired to Date = 136 new employees

- **Fiscal year 2022-2023**
  - Total Hired = 259 new employees

- **Fiscal year 2021-2022**
  - Total Hired = 212 new employees

GERMANNA
COMMUNITY COLLEGE

PROFESSIONAL DEVELOPMENT

- Requirements remain the same for FY 2023-2024

- All full- and part-time employees are required to complete an annual number of hours

- Cash bonus will be $250 this fiscal year

GERMANNA
COMMUNITY COLLEGE

TIMELYCARE BENEFIT

- TimelyCare is a <u>FREE employee benefit</u> providing virtual health and wellbeing resources

- The program is going strong with:

  - 187 total enrolled
  - 12% increase in participation
  - 193 total visits

GERMANNA
COMMUNITY COLLEGE

EMPLOYEE RECOGNITION

GCC continues to recognize employees for their contributions to the success of the College.

In an on-going effort to recognize and show employees appreciation, **nine hours of recognition leave** was awarded to all full-time employees at Convocation.

The Wednesday before Thanksgiving is a half workday (8am-Noon). With supervisor approval, employees may work virtually on 11/22/23.

GERMANNA
COMMUNITY COLLEGE

GERMANNA EDUCATIONAL FOUNDATION

Report to College Board
November 9, 2023

Germanna Give Day – October 5th – Raised $148,703.97

- Germanna Guarantee Program (GGP) $111,956.90
- Germanna Cares - $21,605.76
- Early College - $956.70
- Other - $10,184.61 (Specific scholarship fund, Germanna fund, Nursing, etc.)

Expenditures Academic Year 2022-2023

- Germanna Guarantee Program (GGP) – estimated over $500,000.
- Germanna Cares - Estimated $61,000

Center Street Project Updates

New Financial Analyst – Paul Griggs – started 10/11/2023 replacing Julie Decker after her retirement.

- Paul has an MBA with a concentration in accounting and brings 20+ years of experience with the University of Mary Washington.
- Working diligently to catch up financials for foundation since April.

GERMANNA COMMUNITY COLLEGE

FY24 LOCAL FUNDS FINANCIAL REVIEW

FOR THE FOUR MONTHS ENDING OCTOBER 31, 2023

GERMANNA COMMUNITY COLLEGE BOARD
NOVEMBER 9, 2023

DAVID F. SWANSON
DIRECTOR OF FINANCE
OCTOBER 31, 2023

FY23 LOCAL FUNDS FINANCIAL ANALYSIS

- Highlights of the FY24 results through October 31, 2023:

- Unrestricted Funds – Unrestricted Fund Balance/Net Assets decreased by $402K. Locality contributions are about 50% received, and most of the student fees have not yet been recognized as revenues. Significant expenditures for this year included the debt service payment of $393K for the Fredericksburg campus parking garage, $175K for sustaining the new college website. Investment performance is trending up after two dull years. *Unrestricted Funds details are noted on slides 5-9.*

- Restricted Funds – Over $6M was received and disbursed for Federal Aid awards.

- Plant Funds – Locality contributions of $240K have received, with $115K designated as maintenance reserves and $125K designated for the Locust Grove replacement fund. The fund balance is $5.5M with $4.1M in the Unexpended Plant Fund and $1.4M in the Investment in Plant Fund. *Details of the Unexpended Plant Fund are noted on slides 10 and 11.*

- Endowment Fund – After approval from the Attorney General, the remaining endowments were transferred to the Foundation in September 2022.

GERMANNA
COMMUNITY COLLEGE

LOCAL FUNDS FY23 STATEMENT OF CHANGES

	Unrestricted	Restricted	Plant
Revenues:			
Unrestricted Current Fund Revenue	332,892	-	-
Local Appropriations - Restricted	-	-	240,569
Federal Grants and Contracts - Restricted	-	6,002,272	-
Private Grants and Contracts - Restricted	-	4,404	-
Private Gifts	-	-	-
Investment Income	-	-	16,524
Total Revenues and Other Additions:	**332,892**	**6,006,676**	**257,093**
Expenditures:			
Educational and General	281,253	5,817,713	-
Auxiliary Enterprise Expenditures	453,948	-	-
Other Expenditures/Deductions	1	-	-
Total Expenditures	**735,202**	**5,817,713**	**-**
Transfers among funds	-	-	-
Net Increase/(Decrease) for the Year	(402,310)	188,963	257,093
Fund Balances	8,298,024	69,285	5,250,702
Fund Balances at the End of Year	**7,895,714**	**258,248**	**5,507,795**

- Unrestricted Funds are reviewed in greater detail on slides 5 through 9.
- Plant Funds are reviewed in greater detail on slides 10 and 11.

GERMANNA
COMMUNITY COLLEGE

LOCAL FUNDS FY23 BALANCE SHEET

	Unrestricted	Restricted	Plant	Agency
Assets:				
Cash	4,113,084	283,247	2,840,588	153,482
Petty Cash	1,000	-	-	-
Cash Equivalents	931,312	-	1,221,852	-
Investments	2,023,791	-	-	-
Current Receivables	10,853	-	-	-
Current A/R Allowance	(72)	-	-	-
Due From Other Funds	375,000	-	-	-
Investment in Plant Assets	-	-	1,445,354	-
Total Assets:	**7,454,968**	**283,247**	**5,507,794**	**153,482**
Liabilities:				
Deposits Pending	440,746	-	-	-
Due to Other Funds	-	(25,000)	-	-
Fund Balances	**7,895,714**	**258,248**	**5,507,795**	**153,482**
Total Liabilities and Fund Balances:	**7,454,968**	**283,248**	**5,507,795**	**153,482**

- Unrestricted Funds are reviewed in greater detail on slides 5 through 9.
- Plant Funds are reviewed in greater detail on slides 10 and 11.

GERMANNA
COMMUNITY COLLEGE

LOCAL OPERATING / COLLEGE BOARD FUND BUDGET

- FY24 Operating fund contributions and spending are proceeding according to plan.

Fund 40001	FY20	FY21	FY22	FY23	FY24	FY24 Budget
Beginning Cash	**455,492**	**614,159**	**831,762**	**1,008,368**	**1,184,704**	**1,184,704**
Spotsylvania	89,171	89,171	89,171	89,171	22,293	89,171
Stafford	48,858	48,858	48,858	48,858	24,429	48,858
Caroline	6,539	6,866	6,866	7,209	7,209	7,209
Culpeper	28,158	28,158	28,158	28,158	28,158	28,158
Orange	16,931	41,931	41,931	41,931	41,931	41,931
Madison	4,535	4,535	4,535	4,535	4,000	4,535
Fredericksburg	9,291	9,291	9,291	9,291	4,646	9,291
Interest Income	1,849	935	339	(2,946)	718	500
Total Revenues	**205,332**	**229,745**	**229,149**	**226,207**	**133,383**	**229,653**
Expenses by Department						
Employee REL-FAC	8,040	2,923	11,977	18,840	2,711	15,000
Student Development Programs	7,169	6,133	7,100	19,365	3,575	15,000
Student Recruitment	8,022	1,882	11,908	11,666	8,161	12,000
Contingency	-	1,204	6,924	-	-	27,500
Dean of Inst Effectiveness	-	-	-	-	-	10,000
Physical Plant	23,435	-	20,154	-	-	30,000
Total Expenses	**46,666**	**12,142**	**58,063**	**49,871**	**14,447**	**109,500**
Annual Surplus (Deficit)	**158,666**	**217,604**	**171,086**	**176,336**	**118,936**	**120,153**
Transfers	-	-	5,519	-	-	
Transfers	-	-	-	-	-	25,000
Net Assets	**614,159**	**831,762**	**1,008,368**	**1,184,704**	**1,303,640**	**1,329,857**

GERMANNA
COMMUNITY COLLEGE

65

VENDING FUND BUDGET

- Commissions are slow to be realized. The College Branding Project has been completed, but there are ongoing enhancements to the website. A transfer of $65K was received as reimbursement of the GoVA matching expenses on the Commissions Contingency line.

Fund 40002	FY20	FY21	FY22	FY23	FY24	FY24 Budget
Beginning Cash	**2,301,634**	**2,506,078**	**2,458,736**	**2,903,277**	**1,947,449**	**1,947,449**
Bookstore Commissions	247,194	139,954	174,781	138,887	36,324	120,000
Vending Commissions	9,234	-	4,457	8,477	2,754	5,000
Vending Commissions	-	-	533	-	322	-
Investment Income	20,657	10,993	4,893	(15,895)	36,805	5,000
Investment Income	(28,471)	2,033	(7,059)	-	-	-
Total Revenues	**248,613**	**152,980**	**177,605**	**131,468**	**76,204**	**130,000**
Expenses by Department						
Diversity and Inclusion	5,637	9,584	7,474	6,509	1,806	12,000
College Branding	-	194,699	244,808	159,198	175,530	-
Regional Activities	4,347	4,599	5,654	5,855	1,400	10,000
Commissions Contingency Reserve	-	-	76,546	318,085	28,289	275,000
President's Discretionary	513	-	6,285	2,050	1,321	10,000
Fiscal Operating	89,391	(9,098)	(20,376)	13,674	-	25,000
Travel & Meals - Excess	-	-	124	1,501	827	1,000
Auxiliary Plant Maintenance	46,278	538	7,031	3,617	327	20,000
Total Expenses	**146,166**	**200,322**	**327,545**	**510,489**	**209,500**	**353,000**
Annual Surplus (Deficit)	**102,447**	**(47,342)**	**(149,940)**	**(379,021)**	**(133,295)**	**(223,000)**
Other Transfers	-	-	600,000	(600,000)	-	-
Other Transfers	-	-	-	-	65,468	-
Transfer In	101,997	-	(5,519)	23,193	-	-
Net Assets	**2,506,078**	**2,458,736**	**2,903,277**	**1,947,449**	**1,879,621**	**1,724,449**

GERMANNA
COMMUNITY COLLEGE

STUDENT ACTIVITY FUND BUDGET

- Student Activity Fund has incurred a deficit early in the year, which will likely turn around as Student Fees are transferred to this fund. The State Board–approved Student Activity Fee increase will provide more robust resources beginning this year.

Fund 40003	FY20	FY21	FY22	FY23	FY24	FY24 Budget
Beginning Cash	**39,187**	**64,085**	**84,251**	**96,554**	**93,774**	**93,774**
Student Activity Fees	205,869	204,925	202,057	207,946	7,308	268,686
Total Revenues	**205,869**	**204,925**	**202,057**	**207,946**	**7,308**	**268,686**
Expenses by Department						
Student Activities	37,752	51,227	49,387	59,289	26,820	68,000
Student Organizations	32,677	17,364	30,633	41,258	2,354	40,000
Student Projects	29,544	24,142	23,965	21,475	15,048	25,000
Dean of Student Services	25,000	25,133	25,116	27,881	210	28,000
Lecture & Culture	24,249	32,356	28,227	19,957	10,600	28,000
Student Recognition	1,338	1,500	-	3,999	1,369	4,000
Wellness & Recreation	26,867	31,343	30,117	32,802	(2,500)	30,000
Co-Curricular Programs	3,544	1,695	2,309	4,064	3,406	5,000
Total Expenses	**180,971**	**184,759**	**189,754**	**210,726**	**57,307**	**228,000**
Annual Surplus (Deficit)	**24,898**	**20,165**	**12,303**	**(2,780)**	**(49,999)**	**40,686**
Transfers	-	-	-	-	-	(25,000)
Net Assets	**64,085**	**84,251**	**96,554**	**93,774**	**43,775**	**109,460**

GERMANNA
COMMUNITY COLLEGE

PARKING AUXILIARY FUND BUDGET

- This Parking Auxiliary Fund is slow to recognize the student fees and will see an uptick in spending as the parking lot project kicks off. This fund is expected to be left with minimal reserves upon completion of the parking lot project.

Fund 40203	FY20	FY21	FY22	FY23	FY24	FY24 Budget
Beginning Cash	**765,763**	**956,018**	**712,829**	**835,843**	**1,874,950**	**1,874,950**
Parking Fees	240,336	239,557	236,860	242,045	8,512	235,000
Interest	4,213	1,161	722	2,939	2,828	500
Total Revenues	**244,548**	**240,718**	**237,582**	**244,983**	**11,340**	**235,500**
Expenses by Department						
Parking Expenses	54,293	483,907	114,568	55,877	24,460	1,857,177
Total Expenses	**54,293**	**483,907**	**114,568**	**55,877**	**24,460**	**1,857,177**
Annual Surplus (Deficit)	**190,255**	**(243,189)**	**123,014**	**189,106**	**(13,120)**	**(1,621,677)**
Transfers	-	-	-	850,000	-	-
Net Assets	**956,018**	**712,829**	**835,843**	**1,874,950**	**1,861,830**	**253,273**

FACILITIES AUXILIARY FUND BUDGET

- Debt service on the Fredericksburg campus parking garage of $392K has been incurred this year. Other expenses have been minor. Facilities Fees are also slow to be recognized.

Fund 40206	FY20	FY21	FY22	FY23	FY24	FY24 Budget
Beginning Cash	**2,268,461**	**2,606,019**	**3,009,975**	**3,400,445**	**3,197,147**	**3,197,147**
Facilities Fee	758,200	753,051	744,768	760,812	26,997	750,000
Investment Income	18,492	9,352	1,953	(29,378)	7,163	4,000
Interest	5,584	534	2,335	13,902	4,986	4,500
Total Revenues	**782,275**	**762,937**	**749,056**	**745,337**	**39,145**	**758,500**
Expenses by Department						
Facilities Expenses	32,761	16,667	44,086	28,297	36,910	65,510
Total Expenses	**32,761**	**16,667**	**44,086**	**28,297**	**36,910**	**65,510**
Annual Surplus (Deficit)	**749,514**	**746,270**	**704,970**	**717,040**	**2,235**	**692,990**
Debt Service	(411,956)	(342,313)	(314,500)	(70,338)	(392,579)	(409,450)
Transfers	-	-	-	(850,000)	-	
Net Assets	**2,606,019**	**3,009,975**	**3,400,445**	**3,197,147**	**2,806,804**	**3,480,687**

GERMANNA
COMMUNITY COLLEGE

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UNEXPENDED PLANT FUND BUDGET

- Nearly $1.6M of this fund is designated as the Stafford maintenance reserve and will be utilized to equip the new Center Street facility. The Locust Grove project fund is over $1.9M and is detailed on the next slide.

Fund 79001	FY20	FY21	FY22	FY23	FY24	FY24 Budget
Beginning Cash	**2,208,267**	**2,301,611**	**2,501,565**	**3,033,422**	**3,805,348**	**3,805,348**
LGC Building Replacement	200,000	350,000	350,000	550,000	125,000	250,000
MR - STAFFORD CO	200,000	200,000	200,000	200,000	100,000	200,000
MR - FREDERICKSBURG	50,000	50,000	25,000	25,000	12,500	25,000
MR - ORANGE CO	1,669	1,669	1,669	1,669	1,669	1,669
MR - MADISON COUNTY	465	465	465	465	-	465
MR - CULPEPER CO	-	-	-	1,400	1,400	1,400
Prior Year Correction	(20,302)	-	-	-	-	-
Investment Income	21,710	1,808	2,999	46,072	16,524	3,000
Total Revenues	**453,542**	**603,942**	**580,133**	**824,606**	**257,093**	**481,534**
CAPITAL PROJECTS	-	-	145,470	22,353	-	-
MR - FREDERICKSBURG	7,637	72,414	48,276	-	-	48,276
Total Expenses	**7,637**	**72,414**	**193,746**	**22,353**	**-**	**48,276**
Annual Surplus (Deficit)	**445,905**	**531,528**	**386,387**	**802,252**	**257,093**	**433,258**
CAPITAL PROJECTS	-	-	145,470	22,353	-	
LGC Building Replacement	(352,561)	(331,574)	-	(52,680)	-	(400,000)
Net Assets	**2,301,611**	**2,501,565**	**3,033,422**	**3,805,348**	**4,062,441**	**3,838,606**

GERMANNA
COMMUNITY COLLEGE

UNEXPENDED PLANT FUND
LOCUST GROVE REPLACEMENT FUNDING STATUS

- The LGC building replacement fund stands at $1.92M on October 31, with no expenses yet this year. Orange County completed their pledge by paying their FY24 and FY25 amounts in advance.

LGC Replacement Fund	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Sources of Funds							
Transfer In	1,000,000	-	-	-	-	-	-
Contributions from Localities	-	-	200,000	350,000	350,000	550,000	125,000
Interest Income	9,774	22,046	15,179	1,188	1,941	23,957	8,531
	1,009,774	22,046	215,179	351,188	351,941	573,957	133,531
Uses of Funds							
Design Costs	-	-	352,561	331,574	-	52,680	-
Fund Surplus (Deficit)	**1,009,774**	**22,046**	**(137,382)**	**19,614**	**351,941**	**521,277**	**133,531**
Beginning Fund Balance	-	1,009,774	1,031,820	894,438	914,053	1,265,993	1,787,271
Ending Fund Balance	**1,009,774**	**1,031,820**	**894,438**	**914,053**	**1,265,993**	**1,787,271**	**1,920,802**
Contributions by Locality							
Spotsylvania County	-	-	100,000	100,000	100,000	100,000	25,000
Stafford County	-	-	100,000	100,000	100,000	100,000	50,000
Orange County	-	-	-	100,000	100,000	300,000	-
Culpeper County	-	-	-	-	50,000	50,000	50,000
Fredericksburg EDA	-	-	-	50,000	-	-	-
	-	-	200,000	350,000	350,000	550,000	125,000

Note on the New Locust Grove Facility:
Germanna must fund all infrastructure and land improvement including lighting, storm water management, utilities, parking and sidewalks. Additionally, state of the art medical equipment will be required to provide real-life training environments in labs, hospitals, and clinics.

GERMANNA
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FINANCIAL REVIEW - WRAP UP

- Questions and Discussion.

- Suggested motion for the Committee:

    "The Finance and Facilities Committee has reviewed the financial analysis for the four months ending October 31, 2023, and moves to accept the financials as presented."

GERMANNA
COMMUNITY COLLEGE

FUND DESCRIPTIONS

Fund 40001 – Local Operating College Board Fund
- Primarily funded by contributions from localities
- Expenses for employee relations, student development and recruitment, and contingencies
- Fund balance is increasing, providing opportunities for future student and community engagement

Fund 40002 – Vending Fund
- Primarily funded by bookstore and foodservice commissions
- Expenses for diversity and inclusion, marketing and branding, and contingencies
- Fund balance serves as a reserve fund; previously transferred $1M as the initial funding for the replacement of the new Locust Grove facility

Fund 40003 – Student Activity Fund
- Primarily funded by a student activity fee charged at $1.50 per credit hour, increasing to $2.00 per hour in Academic Year 2023–2024
- Expenses for student activities and organization
- Fund balance is minimal

Fund 40203 – Parking Auxiliary Fund
- Primarily funded by a parking fee charged to students at $1.75 per credit hour
- Expenses to maintain parking lots
- Fund balance is increasing in order to accumulate funds for parking and lighting for the new Locust Grove facility

Fund 40206 – Facilities Auxiliary Fund
- Primarily funded by a facility fee charged to students at $5.50 per credit hour
- Expenses to maintain the Fredericksburg parking garage and to cover its debt service ($3.37M loan maturing September 2031)
- Fund balance serves as a reserve for structural repairs and debt service

Fund 79001 – Unexpended Plant Fund
- Primarily funded by contributions from localities
- Expenses to cover maintenance and repairs for Germanna facilities; some maintenance costs are planned, but can be unpredictable
- Fund balance is increasing in order to accumulate local funds for the new Locust Grove facility, including ongoing design costs

GERMANNA
COMMUNITY COLLEGE

Germanna Community College Local Board
Facilities Report
November 9, 2023

1. **Locust Grove Campus Replacement Building**

   The System Office has submitted the CO-2 to the Division of Engineering & Buildings and the Department of Planning & Budget, requesting additional funding, sufficient to complete the design of this project. Once the CO-2 has been accepted that will allow us to start Working Drawings and then move into Construction.

2. **Maintenance Reserve Projects**

   Curtain Wall Repair at the Science & Engineering Building and Information Commons.
   - The bid documents are complete. We will go out to bid in the late fall with construction starting in the Spring of 2024.

   Replace Fire Alarm System in the Workforce Building.
   - A&E firm is working on the front-end documents. The System office and College are working with them to get the documents correct. Once the Division of Engineering and Buildings (DEB) reviews, comments, and approves the drawings we will be able to go out to bid. I hope for late spring to early summer for a start date for construction.

   Replace/Upgrade Elevator in the V. Earl Dickinson Building
   - Maintenance Reserve project has been initiated through the System Office. We have received the design fee proposal from Setty (Engineering Firm). Waiting on System Office to review an issue a contract to Setty so design can begin.

   Replace Fire Alarm Panel in the Science & Engineering Building and Information Commons
   - Received quote from Fire System contractor. The System Office has decided to review the quote to verify the fire panel replacement is in kind before we can move forward issuing a purchase order.

   Upgrade Elevator in the Workforce and Technology Building
   - We have issued a purchase order to have the Processor Board and Door System upgraded. I hope to have this work done over the Holiday break.

3. **Bus Shelter at Fredericksburg**
   - The System Office has decided to issue the building permit under their annual permit authority. We still need to address ADA accessible route and some minor construction questions. The problem I have now is RRMM Architects has run out of dollars on their term contract so we either need to wait until May when they receive more funding or move on to another A/E firm. The System Office believes we should move on to another firm and I agree. We are looking for another A/E firm.

4. **Daniel Technology Monumental Sign**
   - All the comments have been addressed. The System Office has instructed RRMM Architects to move forward with the front-end bid documents for their review and comment so we can move forward with the bid process. We anticipate a late winter to early spring 2024 construction start date.
   - The college needs to identify a contractor who can clear the VDOT right-of-way adjacent to the college property so the sign can be visible.

5. **Sports Court at Fredericksburg**
   - Design is complete. Once the bid documents are finished, reviewed, and approved we will go out to bid in the late fall to early winter with construction starting in the Spring of 2024.

6. **10 and 25 Center Street at Stafford**
   - We received the build-out bid from Dario Construction for $5,770,868.00. We estimated the buildout cost to be $7,562,500.00. Dario will be substantially complete in 274 days. The college will need approximately 120 days to get the facility operational. We are planning for an opening in mid-October of 2024 with a full opening in January 2025.

     The College and Foundation are reviewing the built-out contract and are working with Dario to get the contract executed as quickly as possible.

     The College is reviewing furniture and equipment needs for a final time.

7. **Locust Grove Parking Lot Repair and Site Lighting Upgrade**
   - The design is complete. The submission to Division of Engineering and Buildings (DEB) to review the electrical drawing has been completed. Once we receive comments and approvals, we will go to bid in late winter with construction starting in early Spring 2024.

GERMANNA STRATEGIC and SUCCESSION PLANNING

Local College Board

November 9, 2023

GERMANNA
COMMUNITY COLLEGE

VCCS SIX-YEAR PLAN GOALS

- Optimize college facilities and offer programs when, where, and how our students need to be served

- Recruit more adult learners who face limited career prospects because they have no post-high school credentials

- Focus not just on course completion, but also on job placement

- Build state-of-the-art career and technical programs and labs

- Scale up successful pay-for-performance training programs, such as the VCCS's growing and cost-effective FastForward workforce training

GERMANNA STRATEGIC GOALS 2023–2028

1. Nurture a culture of high performance, innovation, and appreciation

2. Transform teaching and learning to meet the needs of all students

3. Construct an educational and career pipeline for all students from connection through completion

4. Eliminate barriers to access and success for all students

5. Build a sustainable infrastructure for mission fulfillment

6. Foster an intentional culture of excellence in diversity, equity, and opportunity

ACADEMIC AFFAIRS AND WORKFORCE DEVELOPMENT

Dr. Shashuna Gray

Vice President of Academic Affairs and Workforce Development

GERMANNA
COMMUNITY COLLEGE

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ACADEMIC AFFAIRS AND WORKFORCE DEVELOPMENT STRATEGIC OBJECTIVES

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Arts and Sciences Objectives	Nursing and Health Technologies Objectives	Professional and Technical Studies Objectives	Academic Technology and Learning Support
1. Nurture a culture of high performance, innovation, and appreciation		Annually meet or exceed minimum targets on Germanna's five Student Achievement Indicators.			Launch an annual "Innovation Challenge" inviting faculty and staff to propose and implement innovative teaching methods or student support initiatives.
2. Transform teaching and learning to meet the needs of all students		Implement a comprehensive faculty training program on inclusive teaching practices aimed at addressing the diverse needs of students, including on-going training from current and future faculty and staff.			
3. Construct an educational and career pipeline for all students from connection through completion	**Major new efforts to recruit more adult learners to better serve the more than three million Virginia adults who face limited career prospects because they have no post-high school credentials. Focus not just on course completion, but also on job placement.**				Develop and enhance relationship with Career Services to provide effective job placement support and internship opportunities in collaboration with local businesses and workforce developers.

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ACADEMIC AFFAIRS AND WORKFORCE DEVELOPMENT STRATEGIC OBJECTIVES Continued

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Arts and Sciences Objectives	Nursing and Health Technologies Objectives	Professional and Technical Studies Objectives	Academic Technology and Learning Support
4. Eliminate barriers to access and success for all students	**Optimize college facilities and offer programs when, where, and how our students need to be served.**				Initiate and complete a comprehensive accessibility audit of online spaces, including individual Canvas courses and other digital spaces used by students and faculty for teaching and learning.
5. Build a sustainable infrastructure for mission fulfillment	**Building state-of-the-art career and technical programs and labs.** **Scale up successful pay-for-performance training programs, such as the VCCS's growing and cost-effective FastForward workforce training.**			Develop and expand flexible scheduling opportunities for career and technical programs to accommodate working students.	
6. Foster an intentional culture of excellence in diversity, equity, and opportunity			Develop a structured framework to empower students to organize and execute diversity and inclusion projects and initiatives and promote a student-led diversity and inclusion framework.		

STUDENT SERVICES AND EQUITY ADVANCEMENT

Dr. Tiffany Ray-Patterson

Vice President of Student Services and Equity Advancement

GERMANNA
COMMUNITY COLLEGE

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STUDENT AFFAIRS AND EQUITY ADVANCEMENT STRATEGIC OBJECTIVES

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Objectives
1. Nurture a culture of high performance, innovation, and appreciation		
2. Transform teaching and learning to meet the needs of all students	Optimize college facilities and offer programs when, where, and how our students need to be served	• Increase by 3% student participation in focused Supplemental Instruction (SI) study groups targeting classes with the lowest success rates by Germanna minority students. • Support the VCCS Direct Enrollment Initiative by expanding intervention to students in gateway English and Math classes, increasing their use of tutoring programs by 5%. Support Germanna Community College's Strategic Goal 2. Develop new academic resources to enhance students' comprehension of difficult course concepts. • The Academic Center for Excellence will develop and implement a four-year plan to provide academic support for students preparing to take IT certification exams.
3. Construct an educational and career pipeline for all students from connection through completion	Major new efforts to recruit more adult learners to better serve the more than three million Virginia adults who face limited career prospects because they have no post-high school credentials. Focus not just on course completion, but also on job placement.	• Streamline enrollment for military-affiliated populations to increase the number of students served • Enhanced outreach to post-traditional student populations including adult learners, career switchers, military families, faith-based communities, English language learners, and underserved populations • Launch expanded campus tour opportunities by spring 2024 to increase campus tour engagement by 150% Develop and launch outreach request form and process by spring 2024 • Launch B2B communications to enhance community partnerships • Launch "Germanna Online" marketing website to attract and increase number of online students by 5% • Increase the number of students enrolled in General Studies who attend transfer advising appointments by 10%. Increase the number of Work-Study applications submitted through GermannaWorks from 49 applications submitted in spring 2023 to 250 applications by the end of spring 2024, as a result of Work-Study awareness efforts. • Increase enrollment of recent high school graduates through Career Advisor coaching.

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STUDENT AFFAIRS AND EQUITY ADVANCEMENT STRATEGIC OBJECTIVES Continued

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Objectives
4. Eliminate barriers to access and success for all students	Optimize college facilities and offer programs when, where, and how our students need to be served.	• Increase Conferrals from AY 2022/23 of 1707 to 2,000 as a result of reverse transfers and automatic conferral reviews Implement Case Management for Admissions Coaches to result in decreased enrollment conversion to seven business days from application to enrollment • Continue One Door in Admissions to result in increased average applicant conversion to a minimum 60% regardless of the term and include workforce student conversion. • Improve Helpdesk/Enrollment Lab Results by facilitating first contact within 24 business hours • Promote increased enrollment and FAFSA completion by offering programs internally and externally to inform current and prospective students and families of the many options for attending Germanna and the numerous ways to pay • Increase the total number of remote proctored tests to provide an alternative proctoring option for students juggling multiple priorities. • Increase student satisfaction for overall quality of services with Zoom proctoring sessions.
5. Build a sustainable infrastructure for mission fulfillment	Building state-of-the-art career and technical programs and labs. Scale up successful pay-for-performance training programs, such as the VCCS's growing and cost-effective FastForward workforce training.	• Build a succession plan and increase efficiency by ensuring multiple staff members are trained to completed various procedures in a timely manner. • Streamline and Enhance the Early College Process for Optimal Organization and Record-Keeping, Ensuring Continuity.
6. Foster an intentional culture of excellence in diversity, equity, and opportunity		• Provide professional development and training on diversity, equity, inclusion, and customer service to Testing Services staff • Enhance Community Engagement and Belonging among Title III Students • Enhance the visibility and marketing of the mentoring program throughout the entire college campus, aiming to establish a baseline level of participation among the student body.

ADMINISTRATIVE SERVICES

Dr. John Davis

Vice President of Administrative Services

GERMANNA
COMMUNITY COLLEGE

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ADMINISTRATIVE SERVICES STRATEGIC OBJECTIVES

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Objectives
1. Nurture a culture of high performance, innovation, and appreciation		
2. Transform teaching and learning to meet the needs of all students	**Optimize college facilities and offer programs when, where, and how our students need to be served**	
3. Construct an educational and career pipeline for all students from connection through completion	**Major new efforts to recruit more adult learners to better serve the more than three million Virginia adults who face limited career prospects because they have no post-high school credentials.** **Focus not just on course completion, but also on job placement.**	• Develop and implement cross-training program that incudes all College owned facilities • Work with Foundation and contractors to ensure timely completion of Center Street project • Improve internal controls to safeguard assess and ensure sustainability • Judiciously manage GCC resources to ensure long-term financial sustainability • Audit WES Interfaces, Revenue and Accounting Entries • Monitor and report budget balances to managers on a monthly basis and conduct regular revenue and expense reviews to ensure adequate cash reserves and fiscal responsibility • Transition college business processes to modern data analytic systems and automation solutions • Improve data processing efficiency and application management • Provide state of the art classroom technology by monitoring and achieving scheduled annual replacement • Leverage data to enhance institutional dashboard for improved institutional decision making • Ensure SACSCOC compliance with strategic planning expectations with use of Compliance Assist • Conduct annual review of the College's EOP and COOP to ensure compliance with Federal/State mandates and best practices • Collaborate with key community stakeholders on planning for new capital projects to ensure best crime prevention and safety practice implementation • Conduct four personal safety/crime prevention trainings annually

ADMINISTRATIVE SERVICES STRATEGIC OBJECTIVES
Continued

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Objectives
4. Eliminate barriers to access and success for all students		
5. Build a sustainable infrastructure for mission fulfillment	Building state-of-the-art career and technical programs and labs. Scale up successful pay-for-performance training programs, such as the VCCS's growing and cost-effective FastForward workforce training.	
6. Foster an intentional culture of excellence in diversity, equity, and opportunity		

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HUMAN RESOURCES

Ms. Veronica Curry

Associate Vice President of Human Resources

GERMANNA
COMMUNITY COLLEGE

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HUMAN RESOURCES STRATEGIC OBJECTIVES

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Objectives

1. Nurture a culture of high performance, innovation, and appreciation		• Promote a culture of personal enrichment and job growth by increasing accountability for the Professional Development guidelines and process college wide.
		    • At least 75% of faculty/staff adopt and utilize the professional development tracking system. The goal is to increase verification of completion up from 50% in FY 2022-2023.
		    • Conduct information sessions on the requirements and how to use the tracking system in Sharepoint.
		• Eliminate internal pay equity gaps & misperceptions across all workgroups
		    • Enhance communication on equity review process with employees (via employee meetings, web, and email as appropriate)
		    • Continue regular equity reviews through Cabinet
		    • Communicate pay ranges
		    • Include pay process information in new employee orientation

2. Transform teaching and learning to meet the needs of all students	**Optimize college facilities and offer programs when, where, and how our students need to be served**	

3. Construct an educational and career pipeline for all students from connection through completion	**Major new efforts to recruit more adult learners to better serve the more than three million Virginia adults who face limited career prospects because they have no post-high school credentials. Focus not just on course completion, but also on job**	• Develop and implement a comprehensive recruitment/hiring and retention strategy through:
		    • Expanding sourcing channels and advertising of our jobs
		    • Further development of partnerships with businesses, schools, and community members (engage with Marketing/Recruitment) on this via job fairs and events.
		    • Expanding stay and exit interviews – Review and respond to themes
		    • Reboot adjunct faculty outreach, orientation, and onboarding processes
		• Reduce the average time to hire
		    • Add more personal and timely connection by Recruitment Coordinator with hiring manager to explain and provide guidance on process next steps

HUMAN RESOURCES STRATEGIC OBJECTIVES
Continued

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Objectives

4. Eliminate barriers to access and success for all students		• Provide a dynamic onboarding experience for new employees with the goal of 75% of new employees submitting their certificate of completion.
		   • Offer on-demand orientation to meet the needs of new employees, including work-study students.
		   • Through orientation, make new hires knowledgeable of college programs and services to assist any student.
		
		   • Hold monthly open house meetings for new employees to have direct access to Human Resources for support with onboarding and benefits.

5. Build a sustainable infrastructure for mission fulfillment	**Building state-of-the-art career and technical programs and labs.** **Scale up successful pay-for-performance training programs, such as the VCCS's growing and cost-effective FastForward workforce training.**	• Implement an online employee portal designed to be a centralized hub for all HR and Payroll-related updates, policies, announcements, and resources. • Implement HR Staff reorganization to provide additional leadership and support for all employees.

6. Foster an intentional culture of excellence in diversity, equity, and opportunity		• Enhance supervisors' skills and knowledge in supporting the career development and employee relations of their employees
		   • Provide regular and relevant professional training opportunities and resources
		   • Continue open office hours with AVP of HR (expand to front-line supervisors following Dean/Director sessions)
		• Advertise jobs and recruit from new marketing sources such as newsprint and job fairs.

INSTITUTIONAL ADVANCEMENT

Mr. Bruce Davis

Special Assistant to the President for Institutional Advancement

GERMANNA
COMMUNITY COLLEGE

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INSTITUTIONAL ADVANCEMENT STRATEGIC OBJECTIVES

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Objectives
1. Nurture a culture of high performance, innovation, and appreciation		• Find a new use for outdated/less used Foundation funds • Continue to increase support and distribution of Gossweiler emergency and explore additional funding sources for Germanna Cares program • Develop an annual plan for Turnage funds to support this strategic direction
2. Transform teaching and learning to meet the needs of all students	**Optimize college facilities and offer programs when, where, and how our students need to be served**	• Center Street project for Allied Health and Cybersecurity, IT, Dual Enrollment and Workforce offerings
3. Construct an educational and career pipeline for all students from connection through completion	**Major new efforts to recruit more adult learners to better serve the more than three million Virginia adults who face limited career prospects because they have no post-high school credentials. Focus not just on course completion, but also on job placement.**	• Increase Germanna Guarantee impact to support more workforce students. • Explore creative opportunities/bonuses for students, like credential bonuses that can be used to fundraise with local businesses. • Continue to explore with Business Development taskforce ways to educate and a market Germanna offerings (both externally and internally)

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INSTITUTIONAL ADVANCMENT STRATEGIC OBJECTIVES
Continued

Germanna Strategic Plan Goals	VCCS Six-Year Plan Goals	Objectives
4. Eliminate barriers to access and success for all students		• Expansion and additional funding for Germanna Cares program
5. Build a sustainable infrastructure for mission fulfillment	**Building state-of-the-art career and technical programs and labs. Scale up successful pay-for-performance training programs, such as the VCCS's growing and cost-effective FastForward workforce training.**	• Center Street project and develop additional expansion opportunities and partnerships • Explore creative opportunities/bonuses for students, like credential bonuses that can be used to fundraise with local businesses
6. Foster an intentional culture of excellence in diversity, equity, and opportunity		• Develop plan for annual spending of the Jackie and Ted Hontz Diversity, Equity and Inclusion fund • Leverage DEI custom training and opportunities for business partnerships

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SUCCESSION PLANNING

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COMMUNITY COLLEGE

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WHY SUCCESSION PLANNING?

- Strengthens capability of the organization
- Identifies critical positions
- Highlights potential vacancies
- Selects key competencies and skills necessary for business continuity
- Focuses on development of individuals to meet future business needs

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OUR PROCESS

- Identified key leadership positions (coordinator-level and above)
- Determined current knowledge, skills, abilities and requirements for role
- Assessed individuals' current performance
- Projected future knowledge, skills, abilities and requirements for future
of the role
- Identified knowledge, skills, abilities that close the development gap for employee
- Predicted likelihood of succession planning success

Succession: President's Office

Position	Current Work/People Requirements	Individual's Performance	Future Work/People Requirements	Future Individual's Potential	Closing the Development Gap	Likelihood of Succession Planning Success
Vice President for Academic Affairs and Workforce						
Vice President for Student Services and Chief Diversity Officer						
Vice President for Administrative Services						
Associate Vice President for Human Resources						
Special Assistant to the President for Advancement						
Special Assistant to the President for Strategic Initiatives						
Special Assistant to the President for Public Information						
Director of Grants						
Executive Assistant to the President		97				

Succession: Academic Affairs and Workforce Development

Position	Name	Current: Work & Requirements	Performance	Future: Work & Requirements	Future Potential/Growth	Development Gap	Likelihood of Success
AVP Health Sciences							
Dean of Arts & Sciences							
Dean of Professional & Technical Studies & Workforce							
Dean of Academic Technologies and Learning Support							
Associate Dean of Arts and Sciences							
Associate Dean of Health Technologies							
Associate Dean of Nursing							
Dean of Workforce							
Executive Assistant							
Adjunct Faculty Liaison This position will move to HR 10/25			98				

Succession: Student Services and Equity Advancement

Position	Current Work/People Requirements	Individual's Performance	Future Work/People Requirements	Future Individual's Potential	Closing the Development Gap	Likelihood of Succession Planning Success
Dean of Student Development						
Dean of Enrollment Services						
Director of Financial Aid and Veteran Services						
Director of Equity Advancement						
Director of Marketing and Recruitment						
Coordinator, Testing Services						
Assistant Dean, Academic Support Services						
Assistant Dean of Student Development						
Assistant Dean of Student Development						
Coordinator of Academic Advising						
Coordinator of Career and Transfer Services						
Coordinator of Dual Enrollment and High School Programs						
Coordinator of Accessibility Resources						
Coordinator of Equity Advancement						
Outreach Coordinator						
Assistant Director of Enrollment Services						
Assistant Director of Financial Aid						

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Succession: Administrative Services

Position	Current Work/People Requirements	Individual's Performance	Future Work/People Requirements	Future Individual's Potential	Closing the Development Gap	Likelihood of Succession Planning Success
Director of Finance						
Director of Facilities						
Director of Research & Planning						
Chief of Police						
Manager of Technical Support Services						
Manager of Applications/Infrastructure						

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Succession: Human Resources

Position	Current Work/People Requirements	Individual's Performance	Future Work/People Requirements	Future Individual's Potential	Closing the Development Gap	Likelihood of Succession Planning Success
Senior HR Generalist/Payroll & Compensation						
Senior HR Generalist / Benefits Administrator						
Training and Communications Specialist						
Offboarding Specialist						
Adjunct/PT Compensation Specialist						
Payroll Analyst						
Administrative Assistant						
Recruitment Coordinator						
Recruitment Support						

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Succession: Institutional Advancement

Position	Current Work/People Requirements	Individual Performance	Future Work/People Requirements	Future Work/People Requirements	Future Individual's Potential	Closing the Development Gap	Likelihood of Succession Planning Success
Executive Director							
Donor Relations Coordinator							
Giving and Scholarship Coordinator							
Administrative Assistant							

Summary and Questions