

Dr. Andrew W. Bowne



BIOGRAPHY

Dr. Andy Bowne has served for almost 17 years in senior leadership positions at Grand Rapids Community College (in Michigan) and at Ivy Tech Community College (in Indiana). At Ivy Tech he served as a regional chancellor, and now guides the leadership teams of 18 campuses as Senior Vice President and Chief Operating Officer.

At Grand Rapids Community College, Andy (which is what he prefers to be called) led two distinctively different teams: fundraising and non-credit training, engaging teams to peak levels of fundraising, and moving the non-credit side of the college from being a financial challenge to a position of instructional and operational excellence.

Andy has over 12 years of adjunct faculty teaching experience at the undergraduate and graduate levels. He currently serves on the Ferris State University Advisory Board for the Doctorate in Community College Leadership program where he teaches, mentors students, and serves on dissertation committees.

His career included training and organization development work in manufacturing and non-profit organizations. He blended his love of people development together with the desire to see communities and regions prosper while serving in the economic development arena.

Andy began his career as a resident director at Calvin College. He has always had a love for students and engaging with them whether at their performances, sharing a meal together, attending athletic events, or participating in student leadership development programs.

Dr. Andy Bowne earned his Doctor of Education degree from Western Michigan University, where he also earned his master's and bachelor's degrees. He completed the Aspen Presidential Fellowship for Community College Excellence in 2018.

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COVER LETTER

January 15, 2020

Dr. Jerry Cook

Board of Trustees Chair & Search Committee Chairman

Johnson County Community College

12345 College Boulevard

Overland Park, Kansas 66210

Dear Chairman Cook and Search Committee Members:

Johnson County Community College is highly regarded and well positioned to further improve student success outcomes and meet regional workforce needs. I have great respect for the position and the opportunities facing the College and region and would be humbled to partner with the Board of Trustees, faculty and staff, JCCC Foundation, and community leaders as your next president. I will bring the best of my experience, as represented in this letter of application, to the leadership of JCCC. Thank you, in advance, for considering me. My career has prepared me for the role of JCCC president, including senior and executive leadership at two community colleges, comprehensive fundraising, economic and workforce development, programmatic leadership, adjunct teaching, government relations, and experience quickly assimilating into new communities and a new state. Having earned a doctorate in Educational Leadership, I also possess the academic credentials to support my professional experience. In 2018, I completed the Aspen Institute's Presidential Fellowship for Community College Excellence.

Our collective mission as community colleges has shifted in recent years to a broader focus on access and student success. Considering this work through an equity lens, I believe that all students who enter the community college should have a reasonable expectation that they can earn their desired credential. Far too many students do not successfully complete their education and earn a degree or certificate. While students must take responsibility for their success, we must partner with them. There is much that we can do to improve the student experience and increase the likelihood that all students are successful in their educational pursuits such as advising, mentoring, elimination of barriers caused by the need for remediation,

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supplemental instruction, counseling, tutoring, and work and learn experiences. At both Ivy Tech Community College (Ivy Tech) and Grand Rapids Community College (GRCC), we have utilized data to understand the underlying causes of students not being as successful as anticipated. These analyses allow faculty and staff to make informed decisions about where to place attention and resources. We have researched and implemented many positive programs such as a one-year accelerated associate degree program, 8-week courses, structured schedules, and required advising. As a result, enrollment, retention, and completions have all increased.

At both Ivy Tech and GRCC, we have developed and implemented a full range of student life and student development activities. These programs contribute significantly to the overall development of students as learners and citizens. One of my favorite student organizations, the Global Creative Arts Association is an example of a local student organization that addressed unmet student needs to participate in the arts. Supported by two passionate and gifted faculty members, this student organization is one of the largest across all Ivy Tech campuses and yet originated at one of our smallest campuses.

JCCC serves an increasingly diverse regional and student population. Increasing the diversity of the students, as well as faculty and staff, takes very deliberate work. I have set clear expectations for the teams I lead that we will recruit a diverse applicant pool, screening committees will reflect the diversity that we are seeking to create and hiring recommendations will clearly address our expectations for creating and maintaining a diverse team. To build a team and culture that honors diversity and inclusion also requires that we monitor employee retention and attrition. While serving as Chancellor for the East Central and Richmond Region, our executive leadership team reflected the communities and students we served and was among the most diverse across all campuses.

Last spring, during the first annual review of our current strategic plan, a group of faculty and staff advocated for a shift in our diversity and inclusion efforts to move from being embedded in the various goals, strategies, and tactics to having a goal focused specifically on diversity, equity, and belonging for all students, faculty, and staff. As a result, the diversity, equity, and belonging work has flourished.

Shared governance is a most effective way to lead. Faculty own the

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curriculum and are the exemplars when it comes to understanding how to best create a learning environment where students actively engage in mastering the content and learning how to learn. At GRCC, the Provost asked me to co-lead, with a faculty member, the development of what became the Academic Governing Council. Today the Council still consists of faculty and academic administrators tasked with strengthening communication and increasing involvement in academic issues and policies. The Council fosters and encourages broader input and a sense of accountability and is designed to effectively mediate issues that impact success.

Similar to JCCC, the Higher Learning Commission encouraged us (at Ivy Tech) to enhance our model of shared governance which has resulted in an expansion of our Faculty Councils across our eighteen campuses and at the college level. Several campuses have Staff Councils, and we are in the process of launching a council for faculty and staff with less than five years of employment. While each group has a specific role, the goal is to increase the engagement of faculty and staff in leading the college.

Our ability to meet educational attainment goals, prepare students for successful transfer to a four-year partner, or prepare students for successful careers is dependent on building and maintaining a healthy culture, and on attracting and retaining exemplary faculty and staff. Throughout my career I have invested in our teams in terms of professional development, culture building, and compensation that attracts, retains, and develops people. I am committed to prioritizing resources in a manner that best serves students, faculty and staff, employers, and the community. My experience is that investing in committed, capable faculty and staff is a wise contributor to student success.

Community colleges are designed to serve their communities through effective partnerships. In my sixteen years in community college leadership roles, much of my time has been spent engaged with the communities we serve. When I joined GRCC I had to get to know the business, community, and foundation leaders in a new community. Seven years ago, when I moved to Indiana to serve as Chancellor of the East Central Region's campuses, I had to be a quick study of the complexities of a new state and region. Business, community, education (K-12 and university), non-profit, and foundation leaders,

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in Grand Rapids and Indiana, describe me as a committed, actively engaged partner whether developing early college programs with school districts or developing talent development strategies with local employers.

The president must be actively engaged in strengthening relationships with local, state, and federal elected officials and staff. My experience reaches back to as early as my work in economic development, and continues through the present, advocating for the needs of the college, our students, and communities.

Creating a shared vision so that everyone is aligned to those efforts that improve student success, where teaching and learning are valued, and foster a work environment where everyone is valued, is critical. Throughout my career I have focused on aligning to a common, shared vision. Later this year, or early in 2021, when it is time to develop a new strategic plan it would be my goal to have broad engagement in the process by faculty, staff, Trustees, Foundation Directors, and community leaders. With the development of our current strategic plan at Ivy Tech, we committed to having at least 50% of faculty and staff actively engaged in the process (which we surpassed). The result of this collaborative strategic planning process is a shared commitment to our future.

We must be good stewards of the public financial support, student tuition and fees, and private philanthropic support. I have consistently given teams clear expectations that resources must be allocated wisely to accomplish strategic priorities. Our financial stewardship includes strong fiscal management and forecasting, as well as good short- and long-term decisions. I have found it to be incredibly important to take into consideration

the revenue streams and the anticipated expenses related to faculty and staff, technology, facilities, and other strategic investments.

The most sustainable manner through which we can improve the financial position of the college is through increased enrollment. Doing so must be a top priority. At Ivy Tech we launched the Achieve Your Degree program where we partner with employers to provide concierge type services on site. We have almost 200 employers participating with a few thousand students enrolled. At GRCC, we partnered with a local manufacturer to develop and deliver their custom

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apprenticeship program. The employer was thrilled, and we generated net revenue that advanced the financial position of the college. At both colleges we have partnered with employers to provide equipment and/or faculty to offset the operational costs of certain high-demand programs such as Advanced Manufacturing and Robotics, Nursing, and Information Technology.

Effective communication is central to fostering a collaborative, engaging, and transparent culture. At Ivy Tech, one of the intentional communication tools we use statewide is a monthly video presentation from the president to the entire college, including students, faculty and staff, Trustees, and foundation directors. Each month the sessions focus on topics of importance to the college community whether about the strategic plan implementation, our transition to eight-week courses, or examples of how campuses are utilizing strategic enrollment management tools to increase enrollment. The updates are usually 30-45 minutes in length, and the feedback from the Ivy Tech family has been very positive.

When I served as Chancellor for the East Central and Richmond Region, I held regular open sessions with faculty, staff, and students on each of the campuses that I was responsible for leading. Each time I would have a few items on my agenda to discuss, but most of the time was spent listening and in open dialogue. Open, honest, and transparent communication is vital to success and trusting professional relationships.

Fundraising is an important part of the president's duties and commitments. At both GRCC and Ivy Tech, I have gained significant fundraising skills and experience. At GRCC, as Associate Vice President for College Advancement and Executive Director of the GRCC Foundation, I served as the chief fundraising strategist with our team raising in excess of \$30 million in seven years, plus an additional \$30 million in grant funding. The first campaign was an 'advancement' campaign that exceeded its \$10 million goal raising funds for scholarship, program support and expansion, and some facility needs. At Ivy Tech, serving in the executive role, our team successfully completed two capital campaigns raising \$12 million for our Muncie/Henry County and Anderson Campuses. Currently I am coaching the Muncie team through a \$4.3 million fundraising campaign.

Our students will live and work in communities that reflect the rich

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diversity of a global economy. Therefore, they need to be exposed to global perspectives in the learning environment. It is critical for faculty to bring these perspectives and experiences into the classroom (or online) experience. Because our students often have limited exposure to various cultures, I have encouraged travel abroad programs, the recruitment of international students who are already drawn to the area, and through the partnership with area employers.

Community colleges are designed to engage and serve their communities. Faculty, staff, business, community, and foundation leaders, in Grand Rapids and Indiana, describe me as a committed, actively engaged community partner. I am committed to working closely with faculty, staff, and board members to serve the students, communities, and employers of the Johnson County region and would greatly appreciate your consideration as a candidate to serve you as your next president.

Sincerely,

Andrew W. Bowne, Ed.D.