

SEARCH PROFILE:

CHANCELLOR



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The State Board of the Virginia Community College System (VCCS) announces its search for Chancellor. They are seeking a dynamic Chancellor who will bring enthusiasm, passion and leadership to the job. This is an opportunity to guide one of the leading community college systems in the nation, known for its innovations in serving students, geographic reach, breadth of offerings across transfer and workforce development programs, and congenial and collaborative relations. The next Chancellor will be a transformational leader who continues building the VCCS for greatness into the future, to ensure every Virginian has the skills and knowledge to be a productive member of the economy, community and democracy. Applications and nominations for VCCS Chancellor are cordially invited.

LETTER FROM THE STATE BOARD CHAIR



Dear Potential Applicant,

As we seek to hire the next chancellor of Virginia's Community Colleges, we aspire to create and consider a diverse, talented, experienced, and creative pool of inspiring leaders who demonstrate a passion for our mission. After all, the hundreds of thousands of students and the thousands of businesses we serve deserve nothing less.

Virginia's Community Colleges seek a chancellor who will personally embrace and advance our mission of helping individuals obtain the skills and knowledge they need to elevate their lives and communities. The next chancellor of Virginia's Community Colleges will work closely with the State Board for Community Colleges to refine and enhance our strategic plan – [Opportunity 2027](#). In so doing, the board and chancellor will further focus our efforts to provide Virginians with the credentials needed for better jobs and Virginia's communities with a skilled and dynamic workforce needed to grow Virginia's economy.

The 23 community college campuses across 40 locations are among the nation's largest and smallest, reflecting urban and rural communities. Distance education expands the VCCS reach into virtually every part of Virginia.

Virginia is a growing and diverse state. From majestic mountains to sunny shorelines to unmatched history, the Commonwealth often sits atop national listings for the best places to work, live and play. And Virginia's ranking among the nation's best states for business is a high-profile reminder of our growing and exciting business climate.

If you crave the challenge of changing lives, and inspiring teams of talented, student-focused professionals, then I would encourage you to apply for this unique leadership opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read 'Doug Garcia', written in a cursive style.

Douglas Garcia

Chair, State Board for Community Colleges

LETTER FROM GOVERNOR OF VIRGINIA



COMMONWEALTH of VIRGINIA

Office of the Governor

Glenn Youngkin
Governor

October 25, 2022

Potential Applicants:

The race for talent is on. Nothing is more important to the future strength and agility of our workforce in Virginia than hiring a strong, proven, results-oriented leader who will build a best-in-class community college system. For the Commonwealth to attract new businesses and expand existing ones, each one of our 23 community colleges must align their programs to the skill and knowledge requirements of our increasingly demanding labor market. For our student customers, our community colleges must offer affordable access to a better future by providing an efficient pathway to four-year bachelor's degrees or focusing on upskilling and reskilling with high-quality, industry recognized credential programs to get a great job on a timely basis.

Virginia can lead the nation, and we need a leader who will take us there. Our next Chancellor must share the VCCS Board's and my passion for developing the talent that Virginia's businesses and communities need to thrive.

Our next Chancellor must:

- Understand the essential role of community colleges in workforce development, as well as the role of industry recognized credentials, innovative partnerships with the employer community, and new models to prepare people for in-demand jobs;
- Possess a proven record and expertise around managing transformational change, building partnerships and delivering cost-effective outcomes in order to create a talent development pipeline;
- Create a transparent, nimble, and energetic culture that focuses on job placement and increased transfer rates to four-year schools;
- Embrace the role of a collaborative, strategic team player who understands that success is dependent on working closely with K-12, the broader higher education system, employers and workforce development system to prepare all Virginians for success.

Warm regards,

A handwritten signature in blue ink that reads "Glenn Youngkin".

Glenn Youngkin

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VIRGINIA COMMUNITY COLLEGE SYSTEM

STUDENT DEMOGRAPHICS

STUDENT ENROLLMENT **218,985**

(3% of Virginia's population)

STUDENT AGE

Age 17 and under **16%**

Age 18-24 **53%**

Age 25 and over **31%**

STUDENT GENDER

Male **43%**

Female **57%**

STUDENT RACE/ETHNICITY

White **55.5%**

Black or African American **19%**

Hispanic/Latino **11.5%**

Asian **7.5%**

American Indian or Alaska Native **.5%**

Native Hawaiian or Other Pacific Islander **.5%**

Two or More Races **4.5%**

Unknown/Not Specified **1.0%**

The impact that VCCS has on the entire Commonwealth is hard to overstate. Widely recognized as a top system in the country, VCCS enrolls almost 219,000 students, which is more than the entire higher education enrollment of many states. Tuition at these engines of economic and social mobility is roughly one-third of the comparable cost of attending one of Virginia's public four-year universities.

The Virginia Community College System was established by Virginia's General Assembly in 1966 in response to calls for a new approach to providing educational opportunities and meeting Virginia's unmet needs in higher education and workforce training. Today, Virginia's community colleges have a 50-year track record of educational excellence and innovation in serving the needs of students and communities and in strengthening the commonwealth's economy. Guided by the system's strategic plan, Opportunity 2027, VCCS is focused on eliminating equity gaps in student success over the next six years.

The 23 community colleges are independently accredited and offer programs that are tailored to meet the needs of their respective service areas. There is tremendous diversity across the colleges in terms of size, geographic span, rural-urban environment, diversity of communities served, and staffing. However, there is universal appreciation across Virginia for the community colleges, and the colleges have a tremendous impact on the well-being of Virginia's students and economy. The community colleges serve 46% of the state's undergraduate students, and 43% of bachelor's degree graduates come out of the community colleges.

The Virginia Community College System leads a system of community colleges offering comprehensive academic pathways. VCCS colleges offer degree programs for transfer and for application in the workplace, as well as short-term credentials designed to provide skills training to meet immediate workforce needs. VCCS is the state agency with primary responsibility for coordinating workforce training at the postsecondary to the associate degree level, exclusive of the career and technical education programs provided through and administered by the K-12 public schools. This responsibility does not preclude other agencies from also providing such services as appropriate, but all activities are coordinated with the community colleges. Through VCCS, the community colleges offer noncredit course offerings for business and industry, work with employers to design specific



VIRGINIA COMMUNITY COLLEGE SYSTEM (CONT.)

customized workforce training programs, and maximize the availability of distance learning courses to address workforce training needs. Each year, VCCS reports to the Virginia General Assembly on workforce development activities and outcomes.

THE VCCS COLLEGES

The Virginia Community College System Office is located at 300 Arboretum Place, Suite 200, Richmond, Virginia. The VCCS Shared Services Center, providing human resources, accounts payable, travel expense, and procurement services for the colleges, is located at 147 Daleville Centre Drive, in Daleville, Virginia. The public community colleges offer many educational choices with 23 colleges on 40 campuses across Virginia. The work of VCCS is to lead and support the 23 Virginia public community colleges through policy, advocacy, innovation, budget and finance, and partnerships.

- Blue Ridge Community College, Wyers Cave, VA
- Brightpoint Community College, Chester, VA
- Central Virginia Community College, Lynchburg, VA
- Danville Community College, Danville, VA
- Eastern Shore Community College, Melfa, VA
- Germanna Community College, Locust Grove, VA

- J. Sargeant Reynolds Community College, Richmond, VA
- Laurel Ridge Community College, Warrenton, VA
- Mountain Empire Community College, Big Stone Gap, VA
- Mountain Gateway Community College, Clifton Forge, VA
- New River Community College, Dublin, VA
- Northern Virginia Community College, Annandale, VA
- Patrick & Henry Community College, Martinsville, VA
- Paul D. Camp Community College, Franklin, VA
- Piedmont Virginia Community College, Charlottesville, VA
- Rappahannock Community College, Warsaw, VA
- Southside Virginia Community College, Alberta, VA
- Southwest Virginia Community College, Cedar Bluff, VA
- Tidewater Community College, Virginia Beach, VA
- Virginia Highlands Community College, Abingdon, VA
- Virginia Peninsula Community College, Hampton, VA
- Virginia Western Community College, Roanoke, VA
- Wytheville Community College, Wytheville, VA

MISSION

"We give everyone the opportunity to learn and develop the right skills so lives and communities are strengthened."



LEADERSHIP AND GOVERNANCE

The Chancellor serves as CEO of the Virginia Community College System. All 23 community college presidents report directly to the Chancellor. In total, the mission of the VCCS is delivered by more than 15,000 employees. The Chancellor is directly supported by a senior vice chancellor for administration, finance, and technology, senior vice chancellor for academic and workforce programs, vice chancellor of institutional advancement, and system counsel. The Chancellor's Faculty Advisory Committee (CFAC) and Advisory Council of Presidents (ACOP) provide advice and counsel to the Chancellor on behalf of the community college constituents. As the steward of Virginia's community colleges, the Chancellor meets regularly with the Governor, Secretary of Education, legislators, and

educational and business leaders to provide reports, advocate, collaborate, and build partnerships.

The community colleges of Virginia share a single governing board, the State Board for Community Colleges. Each college also has a local advisory board. The State Board is a public body responsible for setting educational standards and policies for all of Virginia's Community Colleges.

The State Board's 15 members are appointed by the Governor for four-year terms, and meet six times per year. They are led by the chair, currently Douglas Garcia, and vice chair, currently Peggy Layne. The Chancellor serves as State Board secretary and chief executive officer.

STUDENT-FACING INITIATIVES

Virginia's 23 community colleges are independently accredited by the Southern Association of Colleges and Schools Commission on Colleges. The goals of the system are increased dual enrollment, increased transfers to 4-year universities, and increased degrees and certificates to meet workforce needs. The Virginia Community College System supports several statewide initiatives related to transfer and workforce development.

STATEWIDE GUARANTEED TRANSFER AGREEMENTS

Through Guaranteed Admissions Agreements, students who graduate from one of Virginia's community colleges with an associate degree and a minimum grade point average may obtain guaranteed admission to more than 30 public and private colleges and universities. Ongoing collaborations between VCCS and Virginia's public universities continue to make the transfer process easier to navigate for students and their families.

In support of community college transfer students, the Virginia General Assembly created the Two-Year College Transfer Grant Program, providing up to \$3,000 per year to encourage qualifying students to complete their associate degree at a Virginia community college and then transfer to a participating Virginia four-year college or university.



STUDENT-FACING INITIATIVES (CONT.)

WORKFORCE DEVELOPMENT DEGREE PROGRAMS

In July 2021, VCCS rolled out an ambitious statewide initiative, G3: Get a Skill, Get a Job, Get Ahead. More than 9,000 students were awarded G3 scholarships within the first three months.

Offered across the 23 community colleges, G3 helps low- and moderate-income Virginians pursue high-demand industry-focused degree programs. By addressing the skills gap in high-demand careers, G3 also helps businesses find skilled employees within their own communities. G3 programs are divided into stackable certificates that allow participants to quickly obtain a job and then continue learning while they work. Students with a household income under \$100,000 can receive a scholarship to cover remaining unfunded tuition and fees.

FASTFORWARD- SHORT TERM TRAINING PROGRAMS FOR HIGH DEMAND INDUSTRIES

Created five years ago, FastForward offers affordable job career training programs that connect with jobs earning livable salaries in 40 careers across seven industry sectors. The programs are offered locally throughout Virginia's community colleges. They are the most affordable option in higher education today, typically costing \$700 out-of-pocket. FastForward has resulted in the awarding of 33,000 high-demand credentials.

DUAL ENROLLMENT

VCCS Dual Enrollment allows eligible high school students to enroll in college coursework while still in high school. Courses are taught by full- or part-time faculty who meet VCCS credentialing requirements. While some courses are taught on community college campuses, most are taught at high schools. 40,000 students take VCCS Dual Enrollment courses annually, and 75% of participating students pursue postsecondary education after graduating from high school.

POLICY STATEMENT ON DIVERSITY AND INCLUSION

The Virginia Community College System is committed to fostering, cultivating, and sustaining a culture of diversity and inclusion. The VCCS acknowledges the vital impact of a diverse and inclusive community on academic programs, on workforce development and other training, and on the larger communities served by our colleges. Students from diverse backgrounds, taught by faculty and assisted by staff from similarly diverse backgrounds, benefit from an abundant educational experience that prepares them for success in an increasingly interconnected and multi-cultural world. Therefore, it is the policy of the Virginia Community College System to employ and retain individuals that reflect our diverse society. A culture of diversity and inclusion shall be manifest in all dimensions of Virginia's Community Colleges.

Adopted 2012 by Virginia's State Board for Community Colleges





ECONOMIC DEVELOPMENT PARTNERSHIPS

The Virginia Community Colleges System is continually expanding its network of business partners across industry sectors and regions of the state. The Chancellor and other senior leaders represent community colleges on boards and councils, and advocate for the workforce development needs of employers and students with the Virginia General Assembly, local governments, and with the United States Department of Education.

VCCS maintains a formal collaboration with the Virginia Economic Development Partnership (VEDP) in the Virginia Talent Accelerator Program. The VEDP

provides an additional economic development linkage through its Virginia Office of Education Economics.

VCCS facilitates employer connections with community colleges to develop customized employee training. The system's participation in the U.S. Department of Labor's Rapid Response Services program allows for community college assistance to businesses and employees during natural disasters or business transitions. In addition, VCCS offers superior labor market data to the business community and provides a broad range of tools and supports to job seekers.

FOUNDATION

The Virginia Foundation for Community College Education (VFCCE) works with donors to establish dedicated funds in support of community college programs that align with individual philanthropic priorities. The VCCS Chancellor sits on the board of the VFCCE.

The VFCCE provides opportunities through various funds and programs.

Student Success Fund

The Student Success Fund provides essential student support services for acquiring and keeping a good job, such as resume writing, interviewing, financial literacy, continuing education, and specialized training.

Program Accelerator Fund

The Program Accelerator Fund provides start-up funds within Virginia's community colleges for the development and deployment of new and updated workforce readiness programs and associate degree programs.

Foundation Endowment

The VFCCE works with donors to establish dedicated funds in support of community college programs that align with individual philanthropic priorities. Named gift opportunities or endowment funds allow the earnings to serve those priorities in perpetuity.

Signature Programs

These are unique educational initiatives that have been created to serve specific geographic areas or students experiencing particular obstacles or needs and to elevate the skills and earning potential of Virginia's workforce.

THE COMMONWEALTH OF VIRGINIA

Virginia is the 10th US state, located between the Atlantic Coast and the Appalachian Mountains in the Mid-Atlantic and Southeastern regions. Virginia has retained its designation as a Commonwealth since its initial state constitution in 1776. Rich in history, Virginia was the site of the first permanent English settlement. Its legislature, the General Assembly, was established in 1619. Virginia's Blue Ridge Mountains, Tidewater coastal plain, and many rivers and valleys provide a wealth of natural beauty and resources. Moderate temperatures draw visitors from across the world to the many sights and activities.

The state population is 8.3 million, spread across 42,775 square miles. The moderate political climate, cultural diversity, and favorable business climate have made Virginia a destination site for economic development.

WEB RESOURCES:

- [Visit Virginia | Virginia is for Lovers](#)
- [Visit Richmond VA | Information for Visiting the Richmond, VA Region](#)
- [Virginia Chamber of Commerce \(vachamber.com\)](#)
- [Virginia Economic Development Partnership](#)

CHANCELLOR POSITION OVERVIEW

The Chancellor of the Virginia Community College System serves as CEO of the state higher education agency for community colleges and as convenor of the 23 independently administered and accredited institutions that comprise Virginia's public community colleges.

Appointed by and working collaboratively with the State Board for Community Colleges, the Chancellor is charged with advancing the mission of the Virginia Community College System, executing the policies of the State Board, supporting the colleges, and advancing the system's strategic objectives. The Chancellor provides leadership, management and resource development as CEO for the System, including strategic financial leadership that maximizes the annual operating budget of \$900 million. The Chancellor promotes academic excellence and institutional effectiveness in meeting state goals, serving as a leader in the economic and social well-being of students and their communities. Policy and procedure development, planning and implementation, resource allocation, assessment and continuous improvement, all fall within the Chancellor's responsibilities. The Chancellor serves as lead for the Opportunity 2027 goal of achieving equity in access, learning outcomes, and success for all students.

The Chancellor is the passionate CEO of a robust system that stands ready to support every student in achieving their goal, whether it is the credential for a specific job or moving on to a more advanced degree at a university. In so doing, Virginia's Community

Colleges are aligned with the Governor's priority of providing workers with the skills and competencies to meet labor market needs of the Commonwealth.

The Chancellor models data-informed decision-making, building strong data systems and transparently documenting system outcomes. Institutional effectiveness will be strengthened through continuous learning and improvement, building upon best practices in higher education and workforce development. Organizational nimbleness will be valued and promoted to ensure continued responsiveness to the changing economy.





LEADERSHIP AGENDA

The Virginia Community College System is a model in higher education best practices and innovation. It is poised to galvanize the Virginia community colleges around the Commonwealth priorities for workforce development. The VCCS promotes the value of an educated citizenry across Virginia's diverse communities to strengthen social engagement, foster innovation, and support economic development. The next Chancellor will build upon the VCCS tradition of excellence to advance innovation and achieve the strategic outcomes for Virginia's Community Colleges.

REQUIRED QUALIFICATIONS

- Five years of significant executive level experience in a multi-college or other complex organization;
- Understanding of the issues affecting higher education in Virginia and across the nation;
- Established senior leadership ability to manage an agency of the size and scope of VCCS;
- Superior communication and collaboration skills which demonstrate an affinity with the faculty, staff, and administrators of the Virginia community colleges;
- Proven ability to partner with economic and governmental partners around the shared interests of an educated citizenry and highly trained workforce;
- A demonstrated belief in the community college mission and the value of access and inclusion for improving the lives of students, their families, and their communities;
- Evidence of increasing equity and diversity through organizational transformation and mutually beneficial external partnerships;
- Master's degree.

The Chancellor of the Virginia Community College System will focus on several critical priority areas for the agency, the 23 community colleges, and for Virginia:

Advance the strategic plan toward achieving equity and increasing diversity and inclusion through policy and organizational transformation;

Define clear institutional and student success performance outcomes, and establish the data and reporting infrastructure to assess and direct system energies to achieve those outcomes;

Partner with other state leaders and private industry to meet the Governor's Workforce Development challenge;

Facilitate development of funding models that sustain community college growth in delivery of workforce development programs, in partnership with K-12 and university systems, to meet the needs of employers and students now and into the future;

Maintain an appropriate balance between the necessary independence and uniqueness of colleges in serving their communities and meeting statewide goals, adopting best practices, and achieving efficiencies of scale.

LEADERSHIP AGENDA (CONT.)

PREFERRED ADDITIONAL QUALIFICATIONS

- Teaching experience and knowledge of current pedagogical practices;
- Knowledge of the broad range of students being served by community colleges;
- Demonstrated impact/results in responding to the current higher education environment in policy and practice;
- Successful budget management for sustaining programs and expanding into new areas; ability to identify and pursue new funding opportunities;
- Experience in expanding enrollments, outreach, programming, and partnerships;
- Skilled in advocacy for, and at developing and executing successful legislative and resource development strategies;
- Expertise in building partnerships with regional and state economic development authorities that result in a more skilled workforce employed with sustainable wages;
- Specific experience developing partnerships in industry areas relevant to Virginia, such as manufacturing, healthcare, technology, maritime, and others;
- Proven ability to work successfully in the interests of the organization with governmental officials and legislative leaders across all parties;
- Deep experience cultivating relationships and mutually beneficial partnerships with business, community, and philanthropic organizations;
- Experience in advancing the efficient and effective use of technology and expanding technological resources for operations, learning management, and customer relations;
- Demonstrated success in promoting collaboration and unity at all levels of an organization and across a system;
- Proven experience and expertise to anticipate opportunities and issues, and to respond with confidence and wisdom;
- Solid experience in generating programs that deliver outcomes, including achieved credentials and employment with regional businesses;
- Higher education funding and budget acumen;
- Earned doctorate or other terminal degree.

CANDIDATE ATTRIBUTES FOR SUCCESS

- Strategic thinking to facilitate capacity in the 23 community colleges for programmatic innovation targeted to local and Commonwealth needs;
- Ability to energize and inspire excitement and commitment to the community college mission of individual and community transformation through higher education;
- Capacity to garner enthusiasm and confidence across the colleges toward meeting the needs of Virginians to be successful participants in the economy, community and democracy;
- Aptness for attracting, developing and retaining employees who are passionate about meeting the needs of students and employers;
- Astuteness in honoring and building upon successful organizational initiatives while moving the institution forward to meet new challenges;
- Intellectual humility and the ability for continuous learning;
- A passion for serving others and helping individuals and systems achieve their full potential;
- Appreciation for and commitment to shared governance within the organization;
- Polished professional demeanor; ability to connect with a wide range of stakeholders, inspire respect and garner support;
- Visible and approachable leadership style; present and hands-on as CEO of the VCCS; visible and involved at colleges and in their community events;
- Visionary; relationship builder; outcome driven; agile in meeting changing needs;
- A customer focused individual, able to be part of a statewide leadership team focused on combining workforce development and education to work hand in hand in Virginia;
- Experienced leader in advancing access, diversity, and inclusion among employees and students;
- Committed to institutional transformation to achieve equity in student success.





HOW TO APPLY

The State Board of the Virginia Community College System is being assisted by Academic Search. The application for Chancellor of the Virginia Community College System consists of three documents: a substantive cover letter that addresses the expectations discussed in this search profile, a curriculum vitae, and a list of at least five professional references with name, title/organization, relationship to applicant, phone number, and email address. No other documents or supporting documents are requested. Note that while the list of references is a part of the application package, references will not be contacted without the explicit permission of the candidate. Comprehensive background checks will be conducted for candidates who advance to the later stages of the search process.

Applications, nominations, and expressions of interest can be submitted electronically, and in confidence, to: ChancellorofVCCS@academicsearch.org. The position is open until filled, but only applications received by **Monday, November 14, 2022** can be assured full consideration. Confidential discussions about this opportunity may be arranged by contacting senior consultants Dr. Shirley Robinson Pippins at shirley.pippins@academicsearch.org, Dr. Rich Cummins at rich.cummins@academicsearch.org, or consultant Krista Johns at krista.johns@academicsearch.org.

EQUAL EMPLOYMENT OPPORTUNITY

The Virginia Community College System, an EEO employer, welcomes applications from people of all backgrounds and recognizes the benefits of a diverse workforce. Therefore, the VCCS is committed to providing a work environment free of discrimination and harassment. Employment decisions are based on business needs, job requirements and individual qualifications. We prohibit discrimination and harassment on the basis of race, color, religion, sex, national origin, age, sexual orientation, mental or physical disabilities, political affiliation, veteran status, gender identity, or other non-merit factors.

The VCCS is an EOE and Affirmative Action Employer. In compliance with the Americans with Disabilities Acts (ADA and ADA AAA), VCCS will provide, if requested, reasonable accommodation to applicants in need of access to the application, interviewing and selection processes.

EFFECTIVE DATE OF APPOINTMENT

The State Board expects to announce the Chancellor of the Virginia Community College System in mid-

January, 2023, with appointment to be effective as soon thereafter as possible.

ABOUT ACADEMIC SEARCH

Academic Search is assisting the Virginia Community College System in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.



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