

POSITION PROFILE

President VIRGINIA HIGHLANDS COMMUNITY COLLEGE



VCCS MISSION STATEMENT

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



A BRIEF HISTORY OF VCCS

Virginia's Community Colleges have a 50-year track record of educational excellence and innovation to serve the needs of our citizens and strengthen the commonwealth's economy.

When Virginia's General Assembly established the Virginia Community College System in 1966, the need for a comprehensive system was well known. Over the two decades after the end of World War II, leaders in government, business, professional sectors, and academia had called for a new approach to providing educational opportunity.

WHERE WE ARE

With 23 colleges on 40 campuses across the Commonwealth, Virginia's Community Colleges offer many educational choices.

WHERE WE ARE GOING

Virginia's Community Colleges were created in 1966 to address Virginia's unmet needs in higher education and workforce training. The newest Strategic Plan, Complete 2021, contains a single goal: to triple the credentials students earn in academic and workforce areas.

A MESSAGE FROM THE CHANCELLOR OF VIRGINIA'S COMMUNITY COLLEGES

Virginia's Community Colleges seek creative, hard-working leaders, especially at the presidential level, dedicated to our mission of helping individuals obtain the skills and knowledge they need to elevate their lives and communities.



Our diverse array of institutions include some of the nation's largest community colleges, some of the smallest, and everything in-between. Whether you're seeking your first college presidency, or your next success leading a larger institution, we have a myriad of options for you to consider. And what's on campus is only part of what we have to offer. 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 Amazon's recent decision to locate a headquarters here is a high-profile reminder of our growing and exciting business climate. Community college presidents in Virginia are affluent; operate with a great deal of latitude; and are held accountable for seeing that their institutions are difference-makers in their service regions. If you crave the challenge of changing lives, and inspiring teams of talented, like-minded professionals, then I would encourage you to apply today.

Sincerely,

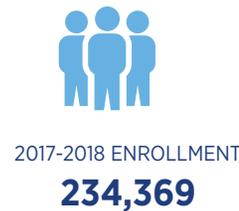
Handwritten signature of Glenn DuBois.

Glenn DuBois

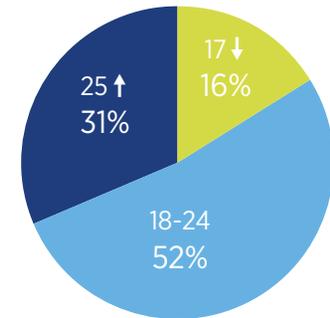
VCCS ENROLLMENT

Virginia's Community Colleges are open access institutions, serving individuals, families, businesses, and communities across the commonwealth. We take great pride in the incredible diversity of our collective students bodies, from high schoolers to nonagenarians; from the first in their family to attend college to an increasing number of veterans and military-related students; along with individuals from every race and ethnicity.

Enrollment vs Virginia Population

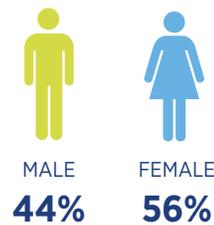


Enrollment by Student Age

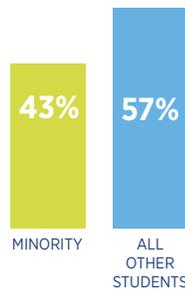


VCCS Enrollment by Gender, Race, and Ethnicity

Gender



Minority



Race/Ethnicity



STUDENT SNAPSHOT

- VHCC enrolls approximately 3,000 students annually in credit courses, with a full-time equivalency of about 1,450 students during the 2017-18 academic year.
- VHCC student-to-faculty average class size is 17:1.

ABOUT THE COLLEGE

Virginia Highlands Community College (VHCC) was established in 1967 and is a comprehensive community college providing high-quality educational and training opportunities for residents of Washington County, the western portion of Smyth County, and the City of Bristol, Virginia.

The College delivers accessible and affordable educational opportunities, including for-credit transfer and career technical programs. In addition, VHCC offers robust distance education coursework, quality dual enrollment courses and pathways, and world-class workforce training and credentialing programs.

The service area for Virginia Highlands encompasses just over 800 square miles in the rolling hills and mountains of southwest Virginia. The region lies within the federally-designated Appalachian Region and rests squarely on the border of Virginia and Tennessee. The area is, indeed, in the “highlands” – as it includes the highest point in Virginia (Mount Rogers – 5,729 feet) and a portion of the Appalachian Trail (Jefferson National Forest).

VHCC is a partner with regional entities and a facilitator for action, enhancing the lives of people in the area, students in K-12 school systems, and employers. VHCC offers a variety of academic programs and services, several of which have achieved national ranking and regional awards. Its workforce services are well-respected, and its 35 signature Guaranteed Admission Agreements with senior institutions are popular and successful. The College has an annualized enrollment of 3,000 credit students and provides training for more than 500 students through the Workforce and Community Development office.



COMMUNITY

The 2010 census shows a population of just over 105,000 in the VHCC service region. VHCC is the only two-year institution of higher education in the region, which is primarily rural, sparsely populated, limited in industry and characterized by higher poverty, lower income, and lower educational attainment rates than both the state and the nation. The community's economy is fueled primarily by small manufacturing, agriculture, tourism, health care, and professional services.

The student ethnicity at the College is 91 percent White, 2 percent African-American, 2 percent Hispanic, 1 percent Asian, 3 percent Multiple Races, and 1 percent Other/Not Reported, which closely aligns with the ethnicity of the general population in the region.



STUDENT LIFE

Students at VHCC receive a full range of services that assist them in achieving their goals. An orientation program assists students with selecting programs and courses and introduces them to VHCC processes and academic and student support systems. VHCC provides students with financial aid and scholarship resources that provide nearly \$5.5 million in assistance.

VHCC receives the Military Friendly ranking, achieves funding from multiple private and public sources to employ student coaches and counselors, and enjoys one main campus in Abingdon, and three off-site locations for several specialized programs. The College's theatre and music programs partner with community-based organizations in the region to offer the annual Arts Array program; and a full-compliment of student clubs and sponsored student activities take place throughout the year.



- VHCC conferred approximately 680 degrees, certificates, and diplomas to graduating students at the May 2019 commencement exercises.
- During the 2017-18 academic year, VHCC enrolled 916 high schools students.

ACADEMIC PROGRAMS

VHCC is committed to providing access to high-quality educational experiences for members of its community, preparing them for success as learners, employees, and citizens. Through a combination of general education courses, specialized courses in the major field, and student development courses, graduates receive a collegiate experience that supports the development of their education goals. VHCC aligns its academic programs with high-demand career opportunities, such as nursing and allied health occupations, engineering, information technology, and manufacturing. VHCC offers stackable career pathways designed along with area businesses.

VHCC offers an Associate of Arts & Sciences degree with 10 specializations, 22 Associate of Applied Science degrees, 20 certificates and 32 career studies certificates which provide learning opportunities in college-readiness, career and technical fields, and preparation for transfer to baccalaureate study. Dual enrollment courses are offered in collaboration with all local school districts. These experiences are structured to enable outstanding high school students a pathway to earn advanced standing, and in many cases, an associate degree while completing the requirements for their high school diploma.

An integral component in VHCC's instructional mix is online learning. The college currently offers over 200 online and hybrid courses each year and is developing an online AA&S degree in Business Administration. Thirty-six percent of VHCC's FTE is generated by online and hybrid courses. Sixty-six percent of students are enrolled in at least one online or hybrid course, and approximately sixteen percent of students take all their courses online. VHCC is currently transitioning from the Blackboard learning management system (LMS) to Instructure's Canvas LMS and has plans to adopt the Open SUNY Course Quality Review (OSCQR) rubric as a tool to evaluate and improve the quality of the college's online and hybrid courses.

Across the nation and throughout our region, business leaders indicate that one of their greatest challenges is finding employees with the interpersonal and professional skills required for success in the 21st century workplace. Today's college graduates often possess the technical skills needed to perform the job, but fall short with the "soft skills" that enable them to be on time for work, dress appropriately, communicate effectively, contribute to a team and exhibit other characteristics that would transform them from acceptable employees into great employees. VHCC is stepping up to this challenge with an ambitious project called LearningPLUS+. The project is the focus of VHCC's SACSCOC Quality Enhancement Plan and endeavors to combine soft skills instruction with meaningful hands-on experiences in select courses to produce a better prepared graduate and employee. VHCC's LearningPLUS+ initiative includes a detailed evaluation tool that allows it to gauge and track each student's success. Additionally, students will be required to look beyond the classroom to complete a comprehensive capstone experience prior to graduation.



- 77% of VHCC students attend part-time.

- 89% of program-placed students received some kind of financial aid in 2017-18.

WORKFORCE DEVELOPMENT

The VHCC Workforce and Community Development unit's primary objective is helping individuals prepare for work and careers through credential attainment. This important work, done in partnership with the VHCC academic division, regional businesses, school systems, and counties, is essential to a region where VHCC is the only two-year higher education institution.

VHCC is steadily increasing awarded workforce certifications, achieving this distinction by applying state, federal, and private funds to cover the need. Area businesses continue to seek premier workforce guidance from VHCC for workforce solutions. VHCC's Small Business Development Center is integral to start-up and growth oriented small businesses in the region. To serve the diverse needs of the region, VHCC offers online registration, customer support, and instruction through various channels, to include on-campus, employer sites, technical centers, and online.



FACULTY & STAFF

VHCC's faculty and administration are expert and committed to academic excellence and intellectual rigor for their students. The College currently employs approximately 105 full and part-time employees; along with a strong cadre of adjunct faculty members. The full-time faculty serve as program chairs, club advisors, and academic advisors. They embrace governance, collegiality, and outcomes assessment. Their excellence is routinely highlighted and celebrated by students and community members alike.

VHCC and its Educational Foundation support professional development for faculty and staff at an impressive level, and faculty/staff development is a key feature in succession planning and student success initiatives. VHCC is committed to providing a positive learning environment in which all faculty, staff, and students can learn together in a setting that encourages civility and the free exchange of ideas and information.



- VHCC has 35 Guaranteed Admission Agreements with Colleges and Universities.

LEARNING RESOURCES

The VHCC library provides convenient and timely access to resources and services that support all instructional programs wherever they are offered, including on-campus, off-campus, and online. The VHCC library has an extensive collection of print and electronic materials, including books, e-books, DVDs, and other digital resources. Additionally, the library has access to full-text online serials, as well as numerous online indexes and databases. In partnership with the VCCS, the VHCC library offers Films on Demand, a streaming video database of educational films in a wide variety of topics, selected to match the VHCC curricula. The Virtual Library of Virginia (VIVA), the Virginia academic library consortium, provides VHCC students with 24/7 access to tens of thousands of electronic books and journals, many research databases and a wealth of academic and professional working papers, proceedings, and transactions, collectively covering many subject disciplines from science, medicine, and technology to the arts and humanities.



Within the library space is a full-service tutoring and learning support center. It offers group and one-on-one in-person tutoring – as well as a learning lab for self-paced computer aided instruction. The College also provides 24/7 access to tutoring resources via SmartThinking.

VHCC operates a modern information technology infrastructure of approximately 600 Dell desktop or laptop computers running windows 10 supported by Cisco networking equipment and Dell servers. The College utilizes both on premise and cloud based services, both public and VCCS hosted. VHCC is connected to the VCCS wide area network and also have a backup internet connection for use if the primary is out of service. VHCC offers public wireless internet access for students, employees and visitors to the campus.

FACILITIES

VHCC consists of a main 100-acre campus in Abingdon, Virginia. The campus is home to eight buildings, including well-equipped classrooms, state-of-the-art labs, and engaging learning and support service spaces. The College's Horticulture program operates a beautiful greenhouse, specializing in the growing of native and organic plants. The Nursing and other allied health programs are supported by an exceptional simulation lab, and VHCC's Anatomy and Physiology offerings make use of a cadaver lab (which is one of only a handful in existence in Virginia).

The College also operates three off-site locations which offer specialized education and training in Dental Assisting, Welding, and Diesel Mechanics. Also located on the VHCC campus (but administratively separate and distinct) are the Southwest Virginia Higher Education Center, and the Southwest Virginia Cultural Center and Marketplace (formerly, Heartwood).

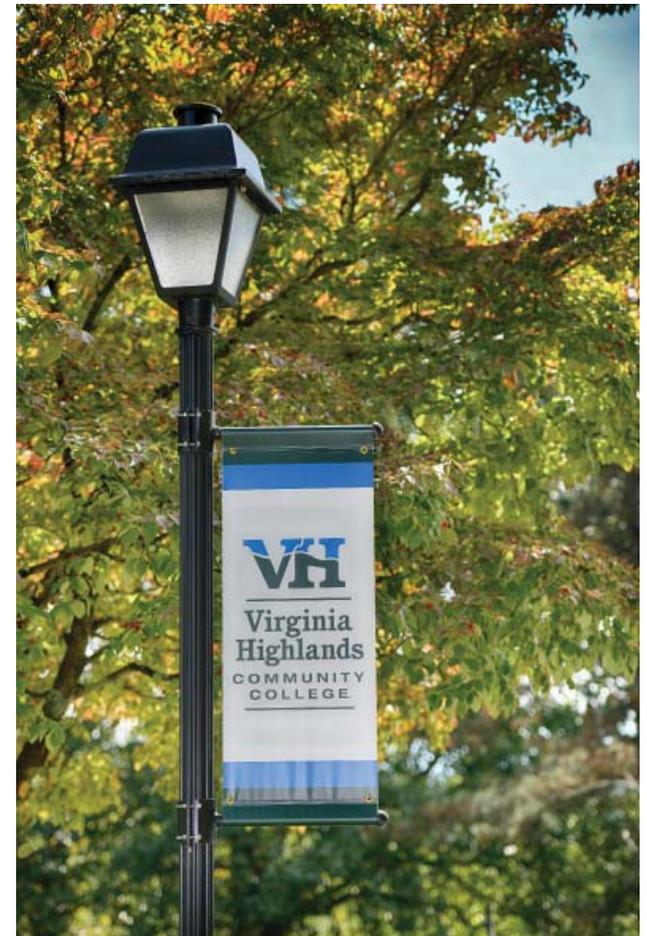
BUDGET AND FINANCE

VHCC is fiscally sound with an annual budget of \$13 million. Sources of income are predominantly student tuition and state appropriations. Local funds generate an additional \$357,000. State, private, and federal grants, as well as the College's Foundation, provide supplemental funding to support the college.

ACCREDITATION

VHCC is accredited by the Southern Association of Colleges Commission on Colleges (SACSCOC) to award associate degrees and certificates. As one of Virginia's twenty-three community colleges, VHCC is approved by the Virginia State Board for Community Colleges. The college's two associate degrees — Arts and Sciences and Applied Science — are approved by the State Council of Higher Education for Virginia (SCHEV).

The Associate Degree in Nursing Program at VHCC is accredited by the Accreditation Commission for Education in Nursing (ACEN). The Emergency Medical Services Technology Program is accredited by the Committee on Accreditation of Allied Health Educational Programs (CAAHEP). And, the Radiography Program is accredited by the Joint Review Committee for Radiologic Technology Education (JCERT).



- Top 4-year institutions to which our students transfer: East Tennessee State University, King University, Emory & Henry College, Virginia Tech, and Radford University

- VHCC's Associate Degree in Nursing Program consistently ranks at the top of all collegiate programs statewide.

EDUCATIONAL FOUNDATION

The VHCC Educational Foundation, Inc. is a 501(c)(3) public charity devoted to securing private resources to help support VHCC and its students. With assets of \$4.5 million as of April 2019, the Foundation conducts fundraising to sustain scholarships, support high priority projects, and serve the student body through curricula enhancement, equipment, and student support services.

REPORTING RELATIONSHIPS

The leadership and governance structure at VHCC is designed to support a culture of shared governance that, through consensus, develops, implements, monitors, and assesses the college vision, mission, values, goals, and objectives. This culture is nurtured through a decision-making process that invites participation from multiple levels within the college. The structure is designed to enable full participation in developing, approving, and implementing VHCC policies and procedures.

VHCC's governance structure is comprised of a series of committees, constituency groups, task forces, and boards. The overarching goal of the structure is to ensure decisions are made in the best interest of VHCC and its students, support the College's strategic plan, maintain compliance with VCCS policy, and promote accountability at all levels of the institution.



THE OPPORTUNITY

VHCC is excited to begin its search for its next president. As part of its mission to provide an accessible, quality education that develops students for success, several priorities and key characteristics have been identified for the next leader.

CULTURAL CHAMPION: The successful candidate will be able to establish strong connections with faculty, staff, and students to create an innovative and exciting learning environment and a strong community culture within VHCC. Discover avenues to establish VHCC as the college of choice both in academics and in certifications for the region.

COMMUNITY OUTREACH: The successful candidate will join the area as a community leader and advocate for the services provided to the community by VHCC. Engage with local business leaders and be well-versed in economic trends for the Southwest Virginia area.

ECONOMIC CHAMPION: The successful candidate will provide visionary leadership to the local community on issues related to economic growth and development. Establish academic and workforce programs that support short and long term growth for the surrounding community. Effectively partner with community and business leaders to identify and cultivate economic opportunities for the local community.

STUDENT ACCESS AND SUCCESS: The successful candidate will discover innovative ways to address issues concerning non-traditional students and establish programs that target overall increased enrollment. Effectively work with public and private resources to identify funding opportunities to support student programs.

ACADEMIC ADVOCATE: The successful candidate will enhance relationships with K-12 and 4-year academic partners in the region to strengthen academic relationships, grow enrollment, and enrich academic programs for the community.

APPRECIATION OF RURAL LIFE: The successful candidate will have an understanding and appreciation for the history, culture and opportunities found in Southwest Virginia.



HOW TO APPLY

SUCCESS FACTORS

The next president will be a skilled strategist able to envision, propose, and implement change with a proven record of engaging the college, community, and other external partners in improving student access and success. The president will be an economic champion for the region, advocating for both the college and local community while enhancing relationships with other academic partners, both K-12 and 4-year institutions. Internally, she/he will establish a strong collegiate culture among faculty, staff and students while finding innovative ways to address student success and access in a rural environment. An understanding of the mission and goals of a comprehensive community college in the 21st Century and appreciation for rural colleges are essential characteristics, along with a clear commitment to instruction, student success, generating revenues and community involvement.

QUALIFICATIONS FOR PRESIDENT

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

APPLICATION INFORMATION

The search will remain open until the position is filled; however, to be considered for the initial screening, candidates should submit the below application materials by June 28, 2019 through our applicant portal at <http://www.vccs.edu/careers>.

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

The salary range for this position is \$132,521 - \$193,541. Questions may be directed to 804-819-4685.

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