

Position Profile: President

VIRGINIA WESTERN



About Virginia's Community Colleges

A Brief History of Virginia's Community Colleges

Over nearly six decades, Virginia's Community Colleges have developed a track record of innovation and excellence to serve our residents and strengthen Virginia's economy. Founded in 1966, our college system was designed to address unmet needs in higher education and workforce training.

Where We Are

With 23 colleges operating on 40 campuses serving every corner of the Commonwealth, Virginia's Community Colleges are dedicated to promoting economic mobility for Virginians through innovation and collaboration with business and industry, and with educators from K–12 through senior colleges and universities.

Where We're Going

Our strategic plan, Accelerate Opportunity, commits our community colleges to awarding 300,000 cumulative meaningful credentials by 2030 across all regions through accelerated access and success for every student.

Mission Statement

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



VCCS Enrollment Data at a Glance

TOTAL STUDENTS SERVED IN FY 2023

(unduplicated headcount of credit and non-credit enrollment)

232,817

RACE/ETHNICITY

(credit students only)
American Indian: <1%

Asian + Pacific Islander: 9.3% Black or African American: 17.6%

Hispanic or Latino: **15.4**% Two or More Races: **5.3**% Unknown/Not Specified: **3.7**%

White: 48.4%

STUDENT AGE

Dual enrolled (17 and younger): **24**% Traditional college (18–24): **51**%

Working Adult (25+): **25**%

CREDIT STUDENTS BY PROGRAM TYPE

College transfer: **38**% Career technical: **25**%

Dual/concurrently enrolled: 27%

Unclassified: 11%

Military Affiliated: 13%

FastForward Workforce Credentials Earned: 63,268

Position Profile: President

(program life, as of June 30, 2024)



A Message from the Chancellor



If you wish to play an integral role in shaping the future of higher education in a manner that positively impacts the lives of Virginians while also building the Commonwealth's 21st century economy, then I encourage you to consider

Virginia's Community Colleges. We are seeking an innovative and entrepreneurial leader who has a passion for serving students and who will create a learning environment that inspires the success of all learners. The candidate must be data driven with the ability to forge valuable community and industry partnerships. We seek a visionary leader who positively supports our faculty, staff, and students to realize their full potential by building a culture of care, high trust, and opportunity.

Virginia's Community Colleges are the primary workforce provider in the Commonwealth and are primed to serve all learners. We serve high school graduates who seek academic degrees and workforce credentials and have a growing number of adult learners, military veterans, and working people who need to up-skill and re-skill to advance

in their careers. We pride ourselves on curricula that align with K-12 and university partners and the regional needs of business and industry.

Our colleges serve and reflect the diversity of a Commonwealth that stretches from the Atlantic Ocean to the Blue Ridge Mountains, with burgeoning urban centers and remote rural enclaves. Our people are as diverse as the regions where they live, and there's room to grow here. We are understandably proud that Virginia consistently ranks among the top states for business, education, and quality of life.

As a Virginia Community College president, you must be invested in the growth and upward economic mobility of our learners. This means continually pursuing ways to ensure the college is evolving to meet the ever-changing needs of the community and students it serves. Great things are happening in Virginia within our community colleges. If this profile describes you, I encourage you to apply.

Sincerely,

David A. Doré Chancellor, Virginia's Community Colleges

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Welcome to Virginia Western

Mission Statement

Virginia Western provides quality educational opportunities that empower students for success and strengthen communities.

Vision

Virginia Western: A forwardthinking Community College inspiring individual, community and economic transformation.



Visit virginiawestern.edu/welcome or scan the code to watch a welcome video and learn what makes our campus, community, and college truly unique.

Values

Diversity — Promote a culture and practice of inclusion and empowerment.

Integrity — Demonstrate the highest standards of honesty, fairness, and ethical conduct.

Respect — Foster an environment that demonstrates care and support for the College community through constructive and open communication.

Success — Collaborate to provide and promote services and programs to encourage success among all students, faculty, staff, and the community.

Teamwork — Partner with internal and external stakeholders to provide practical and relevant educational opportunities.

Diversity Statement

Diversity is a core value at Virginia Western Community College. We are committed to promoting a culture and practice of inclusion and empowerment. We define diversity as the celebration of the unique contributions of all individuals, stemming from, but not limited to, the traditional categories of age, disability, ethnicity, gender, race, national origin, religion, sexual orientation, and socio-economic status. We embrace diversity, and it is one of the Pillars of our strategic plan. Diversity brings in new ideas and experiences, and people can learn from each other. Bringing in different views and perspectives leads to better problem-solving. Working in diverse teams opens dialogue and promotes creativity. Diversity is paramount to the student experience.

About Virginia Western

Inaugurated in 1966, Virginia Western Community College holds the distinction of being the first among an eventual 23 Virginia Community College System schools and serves as a vital educational hub for the Roanoke region. The College excels in offering programs in healthcare and advanced manufacturing, two key areas that align with regional workforce needs. Through partnerships with local employers, Virginia Western ensures that its students gain practical, hands-on experience that enhances their employability upon graduation.

Virginia Western offers a range of academic programs, including associate degrees, certificates, and workforce training. This diversity in academic offerings ensures that students can find pathways to both transfer to four-year institutions and enter the workforce with valuable skills.



With over half (52%) of the student body composed of individuals aged 20 and older, Virginia Western has a strong commitment to supporting adult learners. This focus translates into a diverse range of programs and resources specifically designed to cater to the unique needs of adult learners. Additionally, 75% of all program-placed students at Virginia Western are part-time, which further demonstrates the College's commitment to providing flexible educational opportunities for adult learners who may be balancing work, family, and other responsibilities.

The College also provides numerous student support services to help students thrive outside the classroom. In addition to standard support services, such as academic advising, career counseling, and tutoring, Virginia Western also offers a full-time licensed professional counselor, student food co-op fueled by Kroger, Great Expectations coach, and student emergency fund.



Virginia Western's 70-acre campus boasts a beautiful and well-maintained landscape along Colonial Avenue in Roanoke, featuring an inviting mix of modern and traditional architecture.

The College offers a vibrant campus life with opportunities for involvement in student organizations, clubs, and activities.

The Virginia Western Educational Foundation, led by a board of the region's top philanthropists, plays a pivotal role in supporting students, providing scholarships, grants, and other financial assistance to help alleviate the cost of education. The Educational Foundation is the number one community college foundation in the state in the value of scholarship support offered to students.

Budget and Finance

Virginia Western is financially healthy, with a combined state and local budget of \$50,340,502 in fiscal year 2025 (most recently available data). The College is financed primarily by tuition and state funds.

Accreditation

Virginia Western Community College's accreditation was successfully reaffirmed in 2024 by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) with no additional reporting required after a comprehensive decennial review. Virginia Western will undergo the next SACSCOC 10-year review in 2034.



Educational Foundation

The Virginia Western Community College Educational Foundation plays a crucial role in supporting students as they navigate the challenges of balancing educational aspirations with real-life demands. As a 501(c)(3) independent not-for-profit foundation, the Educational Foundation is dedicated to funding scholarships, providing emergency financial assistance, supporting a food co-op, and pursuing other vital initiatives to enhance student success.



Founded in 2008, the Community College Access Program (CCAP) has been a cornerstone of the Educational Foundation's efforts. Initially aimed at providing scholarships to underrepresented students, CCAP has since become a nationally recognized program, awarding approximately \$11.8 million in tuition assistance, alleviating debt for 4,496 students and contributing 37,000 hours of community service.

Last fiscal year was particularly extraordinary for the Educational Foundation, which consists of five full-time employees. Contributions from 357 donors totaled \$6,726,305, including pledges and promises from both annual and major giving campaigns. Notably, 78% of these gifts were \$15,000 or more. The Educational Foundation, which does not fund capital projects but directs all naming gifts toward student support, currently leads the state in scholarship support. In the 2023–2024 academic year alone, it awarded over \$1.9 million in tuition assistance and program support to 1,144 students, managing \$34 million in assets with 163 endowed and annual funds.

Our History

: Virginia Western Community College is founded

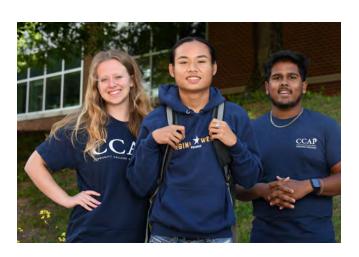
: Virginia Western Educational Foundation is established

: Dr. Robert Sandel is appointed Virginia Western's fourth president

: The Educational Foundation's first major gifts campaign is launched, raising nearly \$4 million

2006: The Hall Associates Career Center is established to support students, alumni, and employers

: The Educational Foundation launched the Community College Access Program (CCAP), the Commonwealth's first "free college" scholarship



: The Horace G. and Ann H. Fralin Center for Science and Health Professions opened featuring state-of-the-art labs, clinics, and technology for the College's wide array of healthcare programs and science offerings

: The Student Life Center opened with a full-service fitness center, food vendors, and spaces for students to gather for clubs and activities; in 2019, the building was named the Maury and Sheila Strauss Family Student Life Center

: Virginia Western partnered with the City of Roanoke and Roanoke-Blacksburg Technology Council to open Regional Accelerator and Mentoring Program (RAMP), the region's first business accelerator

: The Claude Moore Education Complex at the Roanoke Higher Education Center expanded to offer three restaurant-quality kitchens and classroom space to the College's Al Pollard Culinary Arts Program



: The Science, Technology, Engineering and Mathematics building opened, featuring classrooms and labs for mechatronics, engineering, biology, chemistry, biotechnology, physics, and mathematics

2022: The EnVision Center opened to serve residents of Northwest Roanoke with Virginia Western as a project partner and provider of educational resources



: The City of Roanoke is awarded \$15.7 million to create a biotechnology incubator; Virginia Western is a partner in the project with the City of Roanoke, Carilion Clinic, Virginia Tech Corporate Research Center, Verge, and Fralin Biomedical Research Institute at Virginia Tech Carilion

2024: The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirms Virginia Western's accreditation

Our Community

Virginia Western Community College looks out at the Blue Ridge Mountains in Roanoke, Virginia, an MSA of 315,000 people and the largest city west of Richmond. Once known as "Train City" for its railroads, Roanoke has transformed into "Brain City," as a medical school and \$77 million research institute with a neuroscience program have sprung up near a vibrant downtown.

Today, the Roanoke region is known for its strong presence in healthcare, advanced manufacturing, and technology sectors. Major employers include Carilion Clinic, Veterans Affairs and HCA Virginia Health Systems, and various manufacturing firms, and technology startups contribute significantly to the local economy. Virginia Western is a trusted partner in preparing the region's students for careers in these fields through targeted programs and industry partnerships.



The Roanoke region offers a diverse blend of urban, suburban, and rural characteristics, providing a balanced lifestyle for its residents. The region's proximity to the Blue Ridge Mountains, Roanoke River and Appalachian Trail provides abundant outdoor activities—hiking, biking, and scenic views. Roanoke also boasts a vibrant cultural scene with museums, galleries, theaters, and festivals that celebrate the arts and local heritage.

Numerous four-year institutions are within a 60-minute drive from Virginia Western, offering pathways for students to continue their education: Ferrum College, Hollins University, Liberty University, Radford University, Roanoke College, Virginia Military Institute, Virginia Tech, and Washington and Lee University.



SERVICE REGION

Botetourt County* Craig County Franklin County Roanoke City Roanoke County Salem City

*Mountain Gateway Community College serves the northern portion of Botetourt County while Virginia Western serves the southern portion.

TOTAL POPULATION (2024) **316,018**

RACE/ETHNICITY

American Indian/Alaskan Native: <1%

Asian: 3%

Black or African American: **13**% Hawaiian/Pacific Islander: **<1**%

Hispanic/Latino: 5%
Two or More Races: 2%

White: 76%

MEDIAN HOUSEHOLD INCOME \$67,664

EDUCATIONAL ATTAINMENT

(among those ≥ 25 years)

No diploma: **8**% High school: **32**%

Some college, no degree: 19%

Associate degree: **9**% Bachelor's degree: **20**% Graduate degree: **12**%

Source: Lightcast Regional Overview, 9/18/24

REGIONAL IMPACT

22% of recent high school graduates in the Roanoke region attend Virginia Western

Source: VCCS College Readiness Reports for fall 2023. Percent of spring 2023 high school graduates in the Roanoke region who enrolled at Virginia Western for fall 2023.

45% of all college students from the Roanoke region enroll at Virginia Western

Source: Based on VCCS Residency Reports for fall 2023. Of all individuals from the Roanoke region, regardless of age, who attended college in fall 2023, the percent who attended Virginia Western.

Our Students

Virginia Western's vibrant student life ensures that all students, whether traditional or adult learners, have access to resources and activities that support their academic and personal development.

Students can engage in a variety of extracurricular activities through campus organizations and clubs, which cover interests from academic and professional development to cultural and recreational pursuits. The College's intramural sports program offers opportunities for friendly competition in activities like soccer, basketball, and volleyball, encouraging a healthy and active lifestyle.

Additionally, the fitness center is available to all students, faculty, and staff, featuring state-of-the-art equipment and group exercise classes such as yoga, pilates, and aerobics, helping students maintain physical wellness.



Virginia Western also organizes off-campus trips and events, providing students with opportunities to explore the local community and beyond, further enriching their college experience. The College is dedicated to supporting both part-time and full-time students through comprehensive student services, including academic advising, career counseling, and tutoring.

The Hall Associates Career Center at Virginia Western provides personalized career counseling, job search resources, internships, and workshops, empowering students and alumni to explore career paths and secure meaningful employment.

OVERALL ENROLLMENT (including dual enrollment)

Credit students enrolled: **8,441** (full-time equivalents: 3,521*)

Workforce students enrolled: 1,377

*A full-time equivalent (FTE) equals total number of credit hours divided by 30

COURSE LOAD

Full-time: **15**% Part-time: **85**%

PROGRAM TYPES

Transfer Degrees: 27%

Career Technical Degrees: 17%

Certificate/Career Studies Certificate: 15%

Dual Enrollment: **26**% Unclassified: **15**%

TOP TRANSFER INSTITUTIONS

Radford University: 28%

Virginia Tech: 19%

Liberty University: **15**%

Old Dominion University: 8%

Roanoke College: 7%

(SCHEV data for 2022-23 transfers)

AGE

≤ 17 years: **24**% 18-24 years: **51**% ≥ 25 years: **24**%

RACE/ETHNICITY

Asian: 5%

Black or African American: 12%

Hispanic/Latino: 8%

Other: 3%

Two or More Races: 5%

White: 67%

FINANCIAL ASSISTANCE

Received financial aid, grants, scholarships,

and/or loans: **66**% Received Pell: **50**%

VALUE

Graduates who accumulate no college debt prior to transferring to a four-year university: **72**% Source: State Council for Higher Education, 2022–23 Graduates

Our Programs

Virginia Western offers more than 100 academic and short-term programs to meet the region's workforce needs. These programs range from six-week credential programs to two-year transfer programs. As a healthcare-driven region, the College's array of health profession programs has grown to nine — the third largest among the state's 23 community colleges.

Virginia Western's programs are tailored to support both traditional and adult learners, with flexible options that include online and evening classes.

AREAS OF STUDY

| Health Professions | 22% |
|----------------------------------|-------------|
| Liberal Arts & Social Sciences | 20% |
| Business & Professional Services | 16% |
| Science | 11 % |
| Information Technology | 8% |
| Building Trades & Technology | 7 % |
| Engineering & Mathematics | 7 % |
| Public Service | 5 % |
| Culinary Arts | 2% |
| Visual Design | 2% |

NUMBERS OF AWARDS BY TYPE

1,035 degrees and certificates **826** industry credentials

Data for 2023-2024





HEALTHCARE PROGRAMS & TRAINING

AMT: Medical Administrative Management, AAS Biotechnology, CSC Certified Clinical Medical Assistant, CR Certified Medical Administrative Assistant, CR Emergency Medical Technician (EMT), CSC Dental Hygiene, AAS Health Records Coding, CSC Health Sciences, AS Medical Billing, CSC Medical Laboratory Technology, AAS Medical Office Specialist, CSC Medical Office Specialist: Advanced, CSC Nursing (RN), AAS Nursing: LPN to RN Bridge Program, AAS Occupational Therapy Assistant, AAS Practical Nursing (LPN), CERT Physical Therapist Assistant, AAS Phlebotomy, CSC or CR Radiation Oncology, AAS Radiography, AAS Science: Biotechnology Major, AS Surgical Technology, AAS

CORPORATE & PROFESSIONAL TRAINING

The Virginia Western Corporate and Professional Training team collaborates with local businesses to deliver customized training solutions that enhance productivity, enhance skills, and foster innovation. Experienced instructors offer hands-on, relevant training designed to upskill employees. With flexible scheduling and a wide range of courses—covering technology, leadership, and industry-specific competencies—the team ensures minimal disruption to business operations while maximizing employee development and engagement.

Our Faculty & Staff

Full-time Teaching Faculty: 82

| GENDER Female: 54% | YEARS OF SERVICE |
|-----------------------|--------------------|
| | 0-5: 23 % |
| Male: 46 % | 6-10: 15 % |
| RACE/ETHNICITY | 11-15: 22 % |
| Asian: 5% | 16-20: 22 % |
| Black or African | 21-24: 7 % |
| American: 1 % | 25-30: 9 % |
| Hispanic/Latino: 4% | 31+: 2 % |
| White: 90 % | |

Full-time Administrative/Professional Faculty: 49

| rabartyr 40 | |
|---|---|
| GENDER Female: 80% | YEARS OF SERVICE |
| Male: 20 % | 0-5: 55 % 6-10: 15 % |
| RACE/ETHNICITY American Indian/Alaska Native: 2% Asian: 2% Black or African American: 10% | 11-15: 8 % 16-20: 8 % 21-24: 6 % 25-30: 6 % 31+: 2 % |
| Hawaiian/Pacific Islander: 2% White: 84% | |

Full-time Classified Staff: 125

| GENDER | YEARS OF |
|-------------------------|--------------------|
| Female: 58% | SERVICE |
| Male: 42 % | 0-5: 41 % |
| | 6-10: 17 % |
| RACE/ETHNICITY | 11-15: 18 % |
| Black or African | 16-20: 13 % |
| American: 10% | 21-24: 5 % |
| Hispanic/Latino: 1% | 25-30: 4 % |
| White: 88 % | 31+: 2 % |
| Other/Not Specified: 1% | |

Reporting Relationships

The president of Virginia Western reports to the Virginia Community College System Chancellor and is advised by the Local Advisory Board. Members of the Local Advisory Board are appointed by the jurisdictions within the College's service region.

The College operates under the policies established by the State Board for Community Colleges and the Virginia Western Community College Local Advisory Board.

THE PRESIDENT'S STAFF INCLUDES:

Vice President of Academic and Workforce Solutions

Vice President of Financial and Administrative Services

Vice President of Institutional Advancement

Vice President of Student Affairs

Associate Vice President of Human Resources

Associate Vice President of Institutional Effectiveness

Facilities

Virginia Western's campus spans 70 acres in Roanoke City and is thoughtfully divided by Colonial Avenue, connected by an iconic enclosed pedestrian bridge. The campus features 15 buildings, including state-of-the-art classrooms, specialized labs, and recreational facilities like pickleball courts.

In addition to the main campus, Virginia Western extends its educational reach to several off-site facilities, including the Claude Moore Educational Complex at the Roanoke Higher Education Center in downtown Roanoke, Greenfield Education & Training Center in Daleville, EnVision Center in Northwest Roanoke City, and Franklin Center for Advanced Learning & Enterprise in Rocky Mount.



Our Next President

Success Factors

The next president of Virginia Western Community College will articulate a strong vision for the College and region. The president will be passionate about academic excellence, robust student support, and strengthening student equity and success. Virginia Western's president will also be deeply knowledgeable about the financial, operational and technical supports needed for continuous improvement and sustaining the College in meeting its mission. The president will understand the relationship between institutional success and ensuring a positive economic impact in the community.

The president will be a strong leader, supporting innovation and building upon the history and strengths of Virginia Western. Relationships with four-year institutions will be optimized to align academic programs to facilitate articulation and transfer. Workforce development will be a priority, with emphasis on healthcare, sciences, advanced manufacturing, and other emerging fields.

Virginia Western's president will be the face of the institution to the diverse communities served across the urban, suburban, and rural Roanoke Valley. Employers will confidently come to Virginia Western for assistance filling employment or skill development needs. Governmental leaders,

members of the business community, and community organizations will find that they have a capable, energetic, and collaborative partner to advocate and represent the interests of the region. The VCCS system will see an experienced and wise thought leader on issues important to higher education.

College Priorities and Key Characteristics

PRIORITIES

The campus and community stakeholders have identified several priorities for the next president of Virginia Western Community College:

- Strengthen student access, recruitment, retention, and success
- Support an environment that cultivates faculty and staff contributions to a culture of excellence in transfer and career-focused programs and in serving the community
- Achieve enrollment growth through a deep focus on adult learners and dual enrollment
- Expand career-focused programs to meet the evolving needs in the Virginia Western service region; maintaining currency in healthcare and other high-demand programs

- Maintain active participation and engagement with the community, building mutually beneficial relationships and strengthening partnerships with business, community organizations, and governmental agencies
- Exemplify the commitment to diversity, equity, and inclusion through an inclusive campus culture, increased diversity of staff and faculty, and active involvement with diverse communities
- Exercise sound financial stewardship and resource development for innovation and sustained excellence
- Leverage the strength of the Local Advisory
 Board and Educational Foundation Board to
 build support and giving to achieve the College
 mission and contribute to regional economic
 development





CHARACTERISTICS

The successful candidate will be able to demonstrate the following:

- Curiosity, appreciative listening, and habits of inquiry that move the College forward on the legacy of past good work
- An accessible style, engagement with campus stakeholders, and willingness to invite dialog on issues important to the College
- Appreciation for the faculty and staff role on campus and off-campus, commitment to professional development, and emphasis on a welcoming workplace
- Collaborative leadership in addressing challenges and opportunities, transparency in decision processes, and adeptness at communication
- Change management approaches that build trust and garner enthusiastic participation, along with a positive outlook for the future
- Understanding of the student experience, generational impacts of education, and a commitment to the success of all students and their families
- Awareness of the synergy between academic and career programs as vehicles for economic development in the region
- Vision for achieving the College mission, enhancing the campus culture, providing key economic support to the community, and building the institutional legacy
- Keen appreciation for relationship-building, both internally and externally, and the role of the College in the life of the community

Qualifications for President

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. Successful candidates must have proven leadership abilities, excellent communication skills, the ability to secure financial and program resources to increase student success, a strong belief in a collaborative administrative style, and a servant leadership perspective that focuses on building environments of high trust. The strongest candidates have demonstrated their commitment to ensuring an inclusive environment and equitable access and success for students from diverse backgrounds. In doing so, these executives have shown that they have taken data-informed strategic risks, successfully navigated change, built relationships with leaders from K-12, business, industry, government, and the community at large. The leader also must communicate a vision for the College based on the identified priorities and possess the required skills to achieve results that benefit the College, its students, and the region served.



How to Apply

The Virginia Community College System and Virginia Western Community College are being assisted in this search by Academic Search. The application for president of Virginia Western consists of two documents: a substantive cover letter and resume/ curriculum vitae. In addition to describing how the applicant's experience aligns with qualifications identified, the cover letter should discuss the applicant's perspective on addressing the identified priorities of the College, implementing the Accelerate Opportunity strategic plan at VWCC, and fostering a culture of care and trust that leverages data to serve the needs of all students. No other documents or supporting documents are requested. Prior to being certified as finalists, candidates will be asked to provide a list of ten professional references with contact information. Note that 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: VWCCPresident@academicsearch.org. The position is open until filled, but only applications received by 12 noon EST on Tuesday, February 4, 2025, can be assured full consideration. Confidential discussions about this opportunity may be arranged by contacting senior consultant Dr. Shirley Robinson Pippins at shirley.pippins@academicsearch.org or consultant Krista Johns at krista.johns@academicsearch.org.

The expected start date for the presidential appointee is July 1, 2025, or as soon as is practical thereafter. The hiring salary for this position ranges from a minimum of \$200,000 to the midpoint of \$235,000, commensurate with experience.

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





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