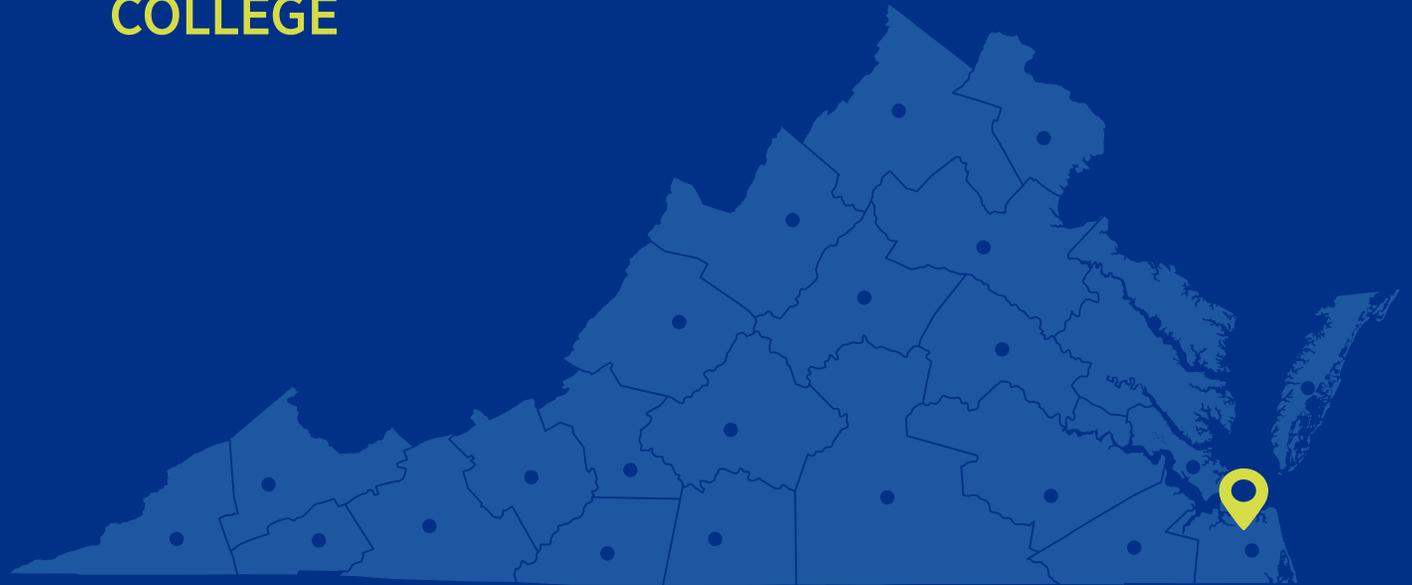




POSITION PROFILE

President
**TIDEWATER
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 includes 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 operate with a great deal of latitude and are 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,

Glenn DuBois

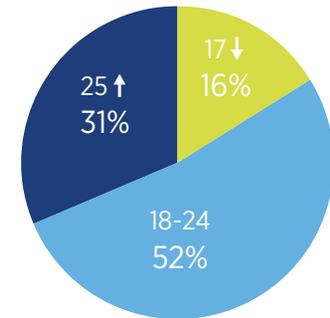
VCCS ENROLLMENT

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

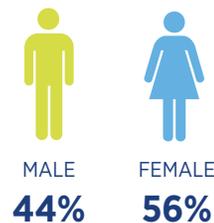


Enrollment by Student Age

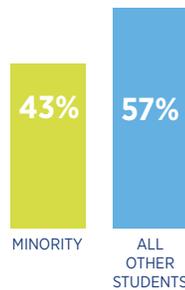


VCCS Enrollment by Gender, Race, and Ethnicity

Gender



Minority



Race/Ethnicity



REGIONAL CENTERS

- Advanced Technology Center on the Virginia Beach Campus
- Regional Health Professions Center on the Virginia Beach Campus
- Center for Military and Veterans Education on the Virginia Beach Campus
- Regional Automotive Center in Chesapeake
- Center for Workforce Solutions in Suffolk
- Visual Arts Center in Portsmouth
- Tri-Cities Center in Portsmouth
- Skilled Trades Academy in Portsmouth

ABOUT THE COLLEGE

Tidewater Community College is the largest provider of higher education and workforce services in Hampton Roads. It is the second largest of the 23 Virginia community colleges. The college delivers accessible and affordable educational opportunities, including for-credit transfer and career/technical programs. In addition, the college offers a robust selection of workforce programs in health care, IT, shipbuilding and ship repair and construction, and a growing dual-enrollment program that provides high school students the opportunity to not only earn college credits, but also degrees and certificates.

Enrollment has declined 33 percent since it peaked in 2011-12, when many community colleges grew quickly during the Great Recession. Even with the decline, TCC enrolled nearly 33,000 students in 2017-18, demonstrating its wide-ranging impact on Hampton Roads and its appeal to residents.

Founded in 1968 as a part of the Virginia Community College System, TCC serves South Hampton Roads with 4 campuses in Chesapeake, Norfolk, Portsmouth and Virginia Beach.

COMMUNITY

TCC's 4-city service region is part of the Virginia Beach–Norfolk–Newport News, VA–NC statistical area, which has an estimated population of 1.7 million. Hampton Roads is known for its large military presence, ice-free harbor, shipyards, coal piers, and miles of waterfront property and beaches, all of which contribute to the stability of the region's economy.

The economy is built on a three-legged platform of military, maritime and tourism. The Great Recession significantly damaged Hampton Roads, with sequestration reducing military and defense contractor spending. Its recovery has lagged other parts of Virginia, particularly Richmond and Northern Virginia. At long last, the region's economy is gaining momentum. In its 2018 State of the Region Report, Old Dominion University's Dragas Center for Economic Analysis and Policy predicted an improved outlook "due to increases in defense spending, the performance of the Port of Virginia, improvements in the housing sector and continued strength in the hotel and tourism industry. For the first time in a decade, Hampton Roads is on the cusp of consecutive years of real economic growth."

STUDENT SNAPSHOT

- 32,982 students served in 2017-2018, with full-time equivalency of 14,973
- 64 percent attend part-time
- 55 percent are enrolled in college transfer programs; 31 percent in career/technical programs
- Average age is 26
- 52 percent of students are African American or other minority, and 47 percent are white
- 49 percent of students receive financial aid

STUDENT LIFE

During the 2017-18 academic year, nearly 1 in 5 recent high school graduates made TCC their “school of choice.” Additionally, TCC has the largest African American undergraduate enrollment in Virginia, and nationally is ranked 17th in the number of degrees awarded to African American students.

TCC students have opportunities for leadership growth through the Student Ambassador Program and Student Government Association, in addition to many extracurricular clubs and co-curricular activities. Between 2011 and 2014, TCC opened student centers on all of its campuses with the goal of creating an authentic college experience, building engagement, and providing recreation and relaxation.

TCC offers its students a robust suite of student services, including academic advising, tutoring, and career resources. First-Year Success offers special support to first-year students and their families, particularly first-generation. The Women’s Center, which is open to all students, provides counseling and mentoring. The federally funded Open Door Project helps disadvantaged students on the Norfolk and Portsmouth campuses with academic performance while providing support services to keep them in school. Students with disabilities and international students are served by specialized offices. The TCC Computer Club refurbishes donated PCs and components and makes them available to eligible students.

Learn more at www.tcc.edu/student-services

Military-related students are served by the Center for Military and Veterans Education (CMVE). In 2018, TCC was ranked fifth nationally and No. 1 in Virginia in Military Times’ “Best for Vets” survey.

Learn more at www.tcc.edu/military

ACADEMIC PROGRAMS

TCC began implementing Guided Pathways in 2015, organizing its 150 programs into 9 career pathways comprising both college transfer and career/technical areas:

- Arts and Humanities
- Business
- Computer Science and IT
- Engineering, Science and Math
- Health Professions
- Manufacturing and Transportation
- Maritime and Skilled Trades
- Public and Professional Services
- Social Sciences and Education



OUR GRADUATES

- 3,711 graduates in 2017-2018 (40 percent transfer degrees, 22 percent career/technical degrees, 38 percent certificates)
- 65 percent of college-transfer graduates continue their education at a four-year institution

Each pathway is under the leadership of a pathway provost and pathway dean, along with associated discipline deans and department chairs, depending on the size and scope of the pathway. The pathways result in not only academic cohesiveness across campuses, but also operational efficiency.

TCC aligns its academic programs with high-demand career opportunities in Hampton Roads, such as health professions, maritime technologies, port operations, skilled trades and truck-driving. The college is also known for its rigorous college transfer programs. Our graduates tell us, as do four-year institutions, that TCC transfer students come well prepared to pursue their bachelor's degrees.

Learn more at www.tcc.edu/academics

To hold down the cost of college, TCC was the first regionally accredited college to offer an entire degree program for which students did not have to buy textbooks. The so-called "Z-Degree," for "zero-textbook cost," uses Open Educational Resources. More OER-based programs and courses are in development.

Learn more at www.tcc.edu/zdegree

The Norfolk and Portsmouth campuses offer the Accelerated Degree, which allows academically qualified students to complete a two-year degree in just 12 months. Students in the accelerated degree cohort generally attend classes in 8-week sessions for an entire year, earning the required 61 credits within 12 months.

Learn more at www.tcc.edu/academics/degrees/accelerated

WORKFORCE DEVELOPMENT

Tidewater Community College's Center for Workforce Solutions provides dynamic, state-of-the-art education, training and services that respond to the specific needs and timetables of companies. The Center for Workforce Solutions also focuses on providing individuals the short-term training they need to attain an industry credential, a job, and possibly a new career. In 2018, the center launched its Skilled Trades Academy, a 20,000-square-foot facility in Portsmouth that trains individuals in in-demand maritime and construction trades, such as sheet metal, roofing, carpentry and more.

Workforce Solutions also offers the Academy for Nonprofit Excellence, a resource for building capacity and excellence among Hampton Roads' nonprofit organizations. It is funded by a grant from the Hampton Roads Community Foundation. The Job Skills Training Program (JSTP) is a comprehensive approach to job skills training and placement for those with barriers to employment. Workforce also offers a slate of week-long summer College and Career Exploration Camps for students in grades 3 to 12.



- Top four-year transfer destinations are Old Dominion University, Virginia Tech, James Madison University, and Virginia Commonwealth University
- TCC has transfer agreements with 43 four-year institutions
- During 2017-18, TCC enrolled more than 2,000 dual-enrollment students
- Student-faculty ratio is 22:1

FACULTY & STAFF

TCC's faculty, staff and administrators, a total of about 2,800, are committed to student success, academic excellence and intellectual rigor for their students.

TCC has 294 full-time teaching faculty and more than a thousand part-time faculty. Full-time faculty serve as department chairs, club advisors, and mentors. During the 2019-2020 academic year, based on the recommendations of an advising task force, full-time faculty will provide academic advising to curricular students when they attain a certain number of credits in their degree or certificate programs.



LEARNING RESOURCES

TCC has library facilities on each of its four campuses and at the Visual Arts Center (VAC). Each library contains individual and group study seating; wireless internet access; and public workstations. The total gate count for all library locations during FY2015 was more than 740,000, with 91 percent of users surveyed saying they were satisfied or very satisfied with the facilities.

TCC Libraries provide users with a physical collection of 169,000 print items, 19,000 media materials, and almost 500 print periodical subscriptions, as well as an extensive collection of online resources that include more than 50,000 electronic books and journals, research databases, and supplementary materials. The majority of the library's online resources are provided by the Virtual Library of Virginia (VIVA), the consortium of the nonprofit academic libraries within the Commonwealth.



The Joint-Use Library (JUL) on the Virginia Beach Campus opened in 2013, further expanding library resources available to faculty and students, as well as the public. The JUL is both a TCC campus library and a branch of the Virginia Beach Public Library. The agreement with the city gives all TCC students, faculty, and staff access to the collections of the public library regardless of the individual's city of residence.

FACILITIES

TCC's four campuses and locations have a total of 35 state-owned buildings, comprising more than 1.6 million square feet, exclusive of a 1,200-space parking garage on the Chesapeake Campus. The college also leases a 5,000-square-foot welding training building in Portsmouth. The TCC Real Estate Foundation owns the 20,000-square-foot Skilled Trades Academy, which is leased back to the college, and six floors of the Harbor Heights Condominium in downtown Norfolk, which houses administrative offices.



BUDGET AND FINANCE

TCC is fiscally sound. It has a combined state and local budget of \$150 million. Facing budget constraints because of reduced tuition revenue and state funding, TCC leadership made two painful rounds of staff reductions in FY17 and FY18, along with significant reductions in the operating budget. During FY19, the budget was reduced an additional \$1.15 million in order to create a reserve fund.

ACCREDITATION

Tidewater Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the associate degree. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Tidewater Community College. TCC's accreditation is affirmed through 2027.

TCC EDUCATIONAL FOUNDATION

The Tidewater Community College Educational Foundation is the college's philanthropic arm, building a better community through education. The Foundation, an independent 501(c)3 nonprofit, has a 19-member governing board, which guides the growth and distribution of some \$8.5 million in assets. The Foundation manages scholarship resources totaling more than \$300,000, which are awarded to students twice a year. This includes the TCC Women's Center STEM Promise Program, which funds a two-year degree for students pursuing particular STEM disciplines. The goal of the program is to increase the number of women and minorities who achieve STEM degrees at TCC.



With its current \$20 million, four-year phased campaign—*Go Further! TCC's Campaign for a Competitive Workforce*—the college is supporting the Hampton Roads economy by

- Growing academic program capabilities by enhancing equipment and technology
- Constructing or renovating key academic facilities
- Building a pipeline of skilled workers by lowering barriers through scholarships.

Learn more at <https://advancement.tcc.edu>

TCC REAL ESTATE FOUNDATION

The Tidewater Community College Real Estate Foundation, Inc., is a Virginia nonprofit, non-stock corporation that furthers TCC's mission through the sale, development and leasing of property. It is legally separate from the college and from the TCC Educational Foundation. It is guided by its Board of Directors, who make up a dynamic cross-section of the real estate industry, from development to banking to legal to construction to architecture.

The TCC Real Estate Foundation accepts gifts of property to the college and manages properties it owns to provide the highest possible return for the college. Among its properties are 300 acres of waterfront real estate in Suffolk, situated on the James and Nansemond rivers, which was the site of the founding campus. Now known as "College Point," it presents a prime real estate development opportunity, creating a perpetual income stream.

Learn more at <https://realestate.tcc.edu>

REPORTING RELATIONSHIPS

The governance of TCC is founded on the belief that the internal constituencies of the institution—administration, faculty, classified employees and students—are to be genuinely represented and have a meaningful voice in the decisions affecting the operation, policy development, and strategic planning of the college. The governance structure comprises a series of committees, constituency groups, task forces, and advisory boards.

Each city council in TCC's service region appoints 3 members to the College Board. The College Board acts in an advisory capacity to the State Board for Community Colleges and prescribes rules and policies regarding the effective management of the college, providing guidance to the President, the institution's chief executive officer. President's Cabinet constitutes the operational leadership team for the college, and reports to the president. The President's Advisory and Planning Committee (PAPC) acts in an advisory capacity to the President on college-wide matters and, particularly, in the college's annual and strategic planning process. It also oversees the work of the colleges' governance committees. Constituent groups are Faculty Senate, Classified Association and Administrative Faculty Association.



THE OPPORTUNITY

TCC is excited to begin its search for its next president and has identified priorities and key characteristics for the next leader.

TRANSFORMATIONAL LEADERSHIP: The next leader of TCC will possess transformational leadership skills that will motivate and encourage employees to advance the mission, vision and goals of TCC. The successful candidate must be willing to make the necessary changes to transform the culture of the institution to heighten employee morale and focus on student success. He/she will promote an environment where employees feel valued and supported as contributors to the organization. As TCC undergoes change and transformation, the next leader will manage in a flexible and innovative way.



STUDENT SUCCESS: The next president will focus on enhancing the quality of academic experience of students. Emphasis will be placed on improving student retention, eliminating barriers, developing creative recruitment strategies and supporting students through graduation. He/she will develop and execute strategies to increase enrollment through effective recruitment and retention practices. The next leader will ensure students earn a degree or certificate in the most efficient and affordable way.

INSTITUTIONAL EFFECTIVENESS: TCC's organizational processes play a vital role in student access and success. The next leader will ensure institutional effectiveness and fiscal accountability through innovation and staff development. An entrepreneurial approach will be utilized in sustaining financial stability and seeking alternative funding sources.

EFFECTIVE COMMUNICATION: The next president will clearly set and communicate a realistic and achievable vision for the institution. He/she will foster an environment of shared decision-making, engagement and accountability. The next leader will promote the success of all students and sustain the TCC mission. He/she will be able to relate to, understand and appreciate all levels within TCC. The next president will communicate clearly, succinctly and frequently with faculty, staff, students, parents, elected officials, community members, donors and board members.

COMMUNITY AND BUSINESS PARTNERSHIPS: The next president will actively partner with organizations, businesses and public-school institutions to meet the needs of our changing demographic and ensure student success. He/she will strengthen partnerships with local high schools and four-year transfer post-secondary schools. The next leader will also actively engage with business leaders to develop solutions for workforce needs.

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 both urban and suburban environments. An understanding of the mission and goals of a comprehensive community college in the 21st Century is an essential characteristic, along with a clear commitment to instruction, student success, revenue generation 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 July 8, 2019 through our applicant portal.

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 \$187,065 - \$273,198. 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.