



THE SEARCH FOR A
VICE PRESIDENT
OF STUDENT AFFAIRS



CENTRAL PIEDMONT
COMMUNITY COLLEGE

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Charlotte and Mecklenburg County, North Carolina



President Kandi Deitemeyer and the Search Committee invite applications and nominations for the post of vice president of student affairs (VPSA). This quest to identify the next VPSA is integral to Central Piedmont Community College's strategic plan, a cornerstone of which is a relentless emphasis on student success and completion. The college seeks an artful change leader, who will respect Central Piedmont's traditions, while articulating and implementing an innovative student success vision.

President Deitemeyer expects to make this appointment in late April, and the new VPSA will assume his/her duties as soon thereafter as possible.

Dr. Deitemeyer has an energetic and collaborative leadership style that has made student success a top priority for the college. Central Piedmont enjoys a stellar reputation in Charlotte and Mecklenburg County, one of the largest city/counties in the Southeastern U.S. Now is the time to build on that reputation and set a high bar for success and completion.

Central Piedmont has provided high quality educational opportunities since 1963. In its earliest days, Central Piedmont was a small institution with a single campus and a dozen programs serving 1,600 students. Today, with six campuses and two centers, the college offers nearly 300 degree, diploma, and certificate programs plus an array of non-credit offerings. In addition to its physical campuses and centers, Central Piedmont offers 10 fully online degrees as well as a robust menu of online corporate and continuing education programs and courses.

Central Piedmont enrolls approximately 51,000 students annually in curriculum programs, making it the second-largest community college in North Carolina. More than 1,000 military veterans are enrolled in Central Piedmont college-credit programs. As a majority/minority college, Central Piedmont is proud of the diversity in its student body. More than 3,500 Central Piedmont international students represent 152 countries.

In 2018-19, the college awarded more than 2,000 credentials. More than 1,000 graduates transferred to a University of North Carolina system campus to continue their education, and 85 went on to study at a historically black college or university (HBCU).

In 2013, Mecklenburg County voters showed their support for the college in dramatic fashion, approving \$210 million in bonds for land purchases, new construction, and renovations at the college's six campuses. The referendum, approved by nearly 72 percent of those voting, represents the largest amount of bond funding the college has ever received. Central Piedmont is using the \$210 million, plus \$70 million in other county funding, to construct 10 new buildings over 10 years, adding almost one-million square feet of new laboratory, classroom, and office space. Multiple campuses will almost double in size.

Perhaps the most dynamic construction project is the \$30.6 million Student Success Center, slated to open in spring 2022. This project is an exciting physical manifestation of Central Piedmont's student success and completion focus and is described more fully later in this Search Profile.

Central Piedmont is part of the North Carolina Community College System, a network of 58 institutions. It is fully accredited by the Southern Association of Colleges and Schools Commission on Colleges.

THE STRATEGIC PLAN

VISION, MISSION, VALUES

Central Piedmont's future will be built on a set of well-defined vision, mission, and value statements that guide our every action.

Our Vision

Central Piedmont will be a champion of students, a catalyst for opportunity, and an exceptional provider of learning experiences that transform lives and strengthen our community.

Our Mission

To facilitate student learning, success, and completion, Central Piedmont provides exceptional education and globally competitive training in an engaging, supportive environment.

Our Values

STUDENT-CENTERED

We are committed to students and learning. Student success is the heart of everything we do.

COLLABORATION

We recognize the power of partnerships and effective communication and work collaboratively within our organization and externally in the Charlotte-Mecklenburg community and beyond.

EXCELLENCE

We strive to achieve excellence by recognizing opportunities, solving problems, and innovatively serving our students and community.

ACCOUNTABILITY

We demonstrate integrity, transparency, and effective use of resources by assessing our programs and services and using data to inform our decisions.

EQUITY

We believe all individuals have the potential to succeed and we will provide student-focused pathways to achievement.

COURAGE

We are passionate about our work. We are willing to acknowledge our strengths and weaknesses and confront challenges with intentionality.



GOALS

Setting strategic goals is key in creating, defining, and achieving clear, measurable objectives. Central Piedmont established the goals collaboratively and is committed to accomplishing the plan collaboratively.

GOAL # 1

Creating a unified and focused vision for student success

Central Piedmont will create and communicate a cohesive vision to promote student success and implement targeted strategies to improve learning outcomes for all students.

GOAL # 2

Promoting academic excellence through community engagement and partnerships

Central Piedmont will continuously refine programs to ensure that they are high-quality and relevant and provide support services that optimize career pathways and college transfer. This effort requires focused collaboration to align academic programs with relevant knowledge and skills needed to drive economic success.

GOAL # 3

Advancing our organizational culture

Central Piedmont will recruit, develop, and retain a diverse, respectful, and responsible workforce who will foster an organizational culture of transparency and collaboration dedicated to mission-driven allocation of financial, physical, technological, and human resources.

GOAL # 4

Making equity a priority

Central Piedmont will make equity and inclusion intentional measures of college-wide student success by developing an understanding of achievement gaps and utilizing evidence-based practices to promote success for all students.

GOAL # 5

Telling our story

Central Piedmont is a community asset for people of all backgrounds. We will expand efforts to position the college as the best choice for accessible, affordable, real-world education.

POINTS OF PRIDE

As the second-largest community college in the state of North Carolina, Central Piedmont provides high quality education and workforce training to the Mecklenburg County region.

Central Piedmont is home to a diverse and highly engaged student body, with an active Student Government Association and a variety of campus clubs and organizations. The college is a strong and growing academic community, with outstanding faculty and staff who are focused on students and committed to their success.

THE PEOPLE

The faculty and staff of Central Piedmont are transforming lives. They are fiercely committed to the students through meaningful interactions – academic, personal, and professional. Central Piedmont faculty and staff are long-serving and have chosen to be a part of this academic community because of the impact they are able to have on the students and their experiences.

Student-centeredness is a theme that runs through every area of the college, and the faculty and staff take great pride in maintaining and promoting this focus. The faculty and staff are actively engaged and are proud to be at Central Piedmont.

GROWTH AND MEETING THE NEEDS OF THE STUDENTS AND COMMUNITY

Central Piedmont continues to be informed by the needs of the community and has launched multiple programs over the last decade in response to local and regional demand. Charlotte and Mecklenburg County's diversity is reflected in Central Piedmont's students, and in the instructional programs, services, and resources the college offers. The college is proud of its continued growth and development.

The following building projects have recently been completed or are projected for completion within the next few years:

- Advanced Technology Building (completed in fall 2018) provides space for programs such as advanced tech and high-tech manufacturing-related technologies, computer technology integration, and STEM program expansions.
- Cato Campus Phase 3 (completed in spring 2016) created additional general classrooms, a student life center, and a new library.
- Harper Campus Phase 4 (completed in spring 2019) created state-of-the-art trade labs to assist with students wanting to enter careers such as welding, electrician, and HVAC. The building also now houses a new library for the Harper Campus.

- Hendrick Automotive Expansion (completed in spring 2019) allows for expansion of the auto and electrical vehicle programs currently offered in the Hendrick Automotive Center.
- Levine Campus Phase 3 (completed in spring 2019) allowed for expansion of medical programs and includes a performing arts studio and the Bill and Patty Gorelick Art Gallery. The building also now houses a new library for the Levine Campus.
- Merancas Campus commercial driver's license lot and lab (completed in fall 2018) allows the college to provide a high demand commercial driver's license program to the surrounding community.
- Merancas Campus Phase 4 (estimated completion in spring 2021) will alleviate the overcrowding occurring at the Merancas Campus. The new building will create a common area for students, an expanded library and bookstore, and allow for additional general education offerings.
- North Classroom Building (completed in spring 2020) creates a central area for Intake, Advising, and Testing for students. The building also houses additional chemistry and biology labs, computer and general classrooms for additional capacity.
- New Health Careers Building (estimated to be completed in fall 2020) allows for expansion of the dental assisting program, the ability to offer polysomnography courses, and additional classroom space for expansion.
- New library (estimated completion in spring 2022) creates a state-of-the-art library, group study areas, and provides a 450-seat replacement for Pease Auditorium, where many performances were held throughout the year.
- Student Success Center (estimated completion in spring 2022) which will house the majority of student support services and minimize, if not eliminate, the need for students to go from building to building for assistance. The Student Success Center will also be a hub for student activities.
bit.ly/success-construction

IMPACTING STUDENT SUCCESS

- There is a Food Pantry on every campus, serving nearly 2,400 students each year.
- To date, the Single Stop Office has served more than 5,500 students with issues such as tax filing and legal referrals.
- To date, approximately 21,000 have been assisted through the Family Resource Center.
- In 2017-18, almost 15,000 students received financial aid, totaling more than \$43 million.
- Students received more than \$6,000 in emergency grants in 2018-19.

IMPACTING ECONOMIC MOBILITY

- Central Piedmont offers more than \$1 million in scholarships annually.
- The college created the Opportunity Scholarship Initiative to assist students at Mecklenburg County's most impoverished high schools.
- Central Piedmont is working to recruit more minority students into STEM programs.

PREPARING STUDENTS FOR COLLEGE

In 2018-19, Central Piedmont educated more than 1,400 high school students at four middle colleges, preparing these students for the rigors of the collegiate experience. Middle college and dual enrolled high school students took nearly 34,000 tuition-free credit hours, saving their families \$2.55 million.

CUSTOMIZED TRAINING, WORK-BASED LEARNING, AND PARTNERSHIPS

- Central Piedmont conducted 18 customized training projects in 2018-19, equaling \$3.3 million and impacting nearly 1,900 jobs.
- In 2018-19, 140 apprenticeship students engaged with employer partners in a variety of fields.
- That same year, more than 700 students participated in Co-Ops, with more than 300 industry partners.

COMMUNITY SUPPORT

In addition to the historic \$210 million bond issue, Central Piedmont and its students are the beneficiaries of strong community support. Policy makers and private donors recognize the \$1.3-billion economic impact Central Piedmont makes annually in Mecklenburg County as well as the institution's contributions to the art and culture of the region - cpccfoundation.org/cpcc-arts. Central Piedmont engages more than 250,000 people annually through programs, services, events, and performances.

In fiscal 2020, Mecklenburg County will provide nearly \$38 million in funding for the college's budget. More than 2,300 donors have contributed \$25 million thus far to "Powering a Stronger Future – The Campaign for Central Piedmont." The five-year campaign goal is \$40 million.

FINANCIAL STABILITY

Central Piedmont has a proud history of financial stewardship. The college consistently balances its budget. Central Piedmont Foundation has \$55 million in assets, including \$35 million in endowment funds.

CHARLOTTE, NC

The next Central Piedmont Community College vice president of student affairs will live in a truly beautiful place. The college is in Mecklenburg County in the heart and surrounding suburbs of the large, thriving metropolitan area of Charlotte, N.C. Within easy driving distance to North Carolina's marvelous beaches and the breathtaking Blue Ridge Mountains, the city and region offers an outstanding place in which to call home.

For more about what a terrific place Charlotte/Mecklenburg is, please visit these links: charlottesgotalot.com/about-charlotte charlottesgotalot.com/things-to-do realestate.usnews.com/places/north-carolina/charlotte

From its deep history and diverse culture, to its professional sports and entertainment options including the Carolina Panthers of the NFL, the Charlotte Hornets of the NBA, and the Charlotte Knights triple A minor league baseball team, to its innovative industries and magnificent natural beauty, there are countless reasons to live and work in Charlotte.

THE POSITION

The VPSA is the chief student affairs officer of Central Piedmont. S/he will supervise enrollment management, student services, financial aid, student information, testing and assessment, multi-campus services, registrar, retention, and service-learning. The VPSA will report to President Deitemeyer and will serve on her cabinet.

OPPORTUNITIES

STUDENT SUCCESS AND COMPLETION

Not surprisingly, the most important opportunity for the new VPSA is to work collaboratively with his/her student affairs and academic affairs colleagues to enhance student success and completion, including the reduction of equity gaps. Student Affairs is at a crossroads as it prepares for an exciting new era in leadership.

There are several steps the college has or will be taking to aid the new VPSA in seizing this opportunity. In spring 2022, the college will open a \$30.6 million new Student Success Center. This new facility will be a state-of-the-art venue with services aimed at assisting students with academic and life challenges that often hinder their performance.

Central Piedmont has also already intensified its approach to critical student experiences, such as advising and orientation and more student-centered class scheduling.

While this increased emphasis on student success and completion is new and will require adjustments on the part of the Student Affairs team, the division is ready for a fresh start with a new leader focused on success.

The college has recently hired Dr. Heather Hill as its new vice president of academic affairs (VPAA). The new VPSA and Dr. Hill will have the chance to forge a strong partnership between their respective organizations, a relationship that will enhance completion.

As was the case with the VPAA transition, to ensure the student affairs operations continue to run smoothly during the search process and on-boarding of the new VP, a Student Affairs Transition Team will assume oversight of the unit on February 1. Part of the team's charge will be to build a 90-day transition plan and scope of work for the new VP. These will be aligned with the college's vision, mission, values, and strategic goals. This plan will be an excellent resource for the new VP and help ensure a strong start and quick attention to the student success agenda.



CULTURE

Following President Deitemeyer's lead, the new VPSA will have the opportunity to break down silos, foster collaboration, encourage a holistic approach to student issues, establish best practices, and instill a relentless focus on the mission. The multi-campus environment at Central Piedmont offers exciting ways to serve the Charlotte/Mecklenburg area with locations near students. Each campus has its own culture and one of the central tasks for the new VP is to create a common culture and way of serving students.

ALIGNMENT

With the transition plan as a resource, the new VPSA will be able to assess talent, organizational structure, financial resources, and job responsibilities to ensure that Student Affairs is aligned with the success and completion agenda. The goal is to create a clear path from matriculation to completion. With more required activities for students, such as advising sessions and orientation, and the need for services after hours, the next VP will need to carefully assess staffing levels.

ECONOMIC MOBILITY

All its attractive features notwithstanding, Charlotte ranked last in a recent study of major U.S. cities when it came to economic mobility. A Harvard report found people who are born in poverty in Charlotte struggle to escape it.

Community colleges are one of the best ways to break the cycle of poverty. The new VPSA will have the chance to play a significant role in the city's economic mobility efforts by helping a greater percentage of students navigate the college, persist in their studies, complete their programs, and find success in their future endeavors.

COMMUNITY REPUTATION

Central Piedmont has a high bar reputation in Charlotte/Mecklenburg and the community embraces the college. This perception can be leveraged as the college strengthens its track record in success and completion.

CAREER LADDERING AND DEVELOPMENT

In Charlotte's competitive job market, it will be important for the new VPSA to emphasize career laddering and development. Central Piedmont is fortunate to have many capable and loyal staff. Attention to staff professional development will help ensure the college continues to retain talent.

STUDENT INVOLVEMENT

In the listening sessions that formed the basis for this Search Profile, students expressed the wish to have more involvement in clubs and organizations. The next VPSA will need to examine ways in which student involvement might be enhanced.



DESIRED ATTRIBUTES, EXPERIENCES, AND CREDENTIALS

Committed to building on the existing strengths of the college's leadership team and deeply committed faculty and staff, Central Piedmont seeks a new vice president of student affairs who will provide visionary, strategic, collaborative, and creative leadership. Strong candidacies will require a substantial track record of managerial and student success achievements. Personal characteristics of authenticity, humility, and warmth are important. Experience in an urban, large, multi-campus community college is strongly preferred. An earned doctorate in the field also is strongly preferred. The successful Central Piedmont Community College vice president of student affairs will also:

- Be a natural and skilled communicator; excelling at all forms of communication, including speaking, writing, and listening.
- Have the ability to build the confidence of the administrative team, faculty, students, and staff through sustained, transparent, and visionary leadership that will inspire and engage; Be an innovative, energetic, empathetic, positive, creative, and courageous leader.
- Demonstrate a track record that evidences substantial progress in academic quality; student engagement, success, and completion.
- Be gifted in building relationships with people from all walks of life.
- Be fiercely dedicated to the college's mission of changing lives and providing access for learners of varying ability and financial means.
- Possess a genuine sense of self-effacement while building trust and generating consensus.
- Maintain a commitment to enriching the campus community with global perspectives and commitment to diversity in all its forms.
- Exhibit genuine care and humility along with sincere appreciation for the dedication of colleagues and their many accomplishments.
- Work collaboratively; be a team-builder. S/he must hold himself or herself and others accountable for goal attainment.
- Be visible and accessible.
- Celebrate Central Piedmont's and the broader community's diversity. The successful candidate will be an advocate for diversity and equity in all respects.
- Be an advocate for education for all students; have compassion to understand and serve the needs of all learners seeking to better their lives.
- Have the highest levels of integrity and welcome truth from others, even if it may be difficult to hear.
- Have a significant amount of senior level experience in large, multi-campus institutions. Past leadership in a comprehensive community college setting is preferred.
- Attend to matters in a timely fashion, and be fast to execute, while delegating appropriately. At the same time, the new leader must display patience when the situation calls for it. A long-term perspective is essential for success.
- Be familiar with Mecklenburg County or demonstrate the ability to be a quick study of the region and city's culture.



APPLICATION AND NOMINATION PROCESS

The Vice President of Student Affairs Search Committee will begin reviewing candidate materials in mid-February. Although applications will be received until the position is filled, materials should be submitted by February 16 to receive the most favorable consideration. Final selection and announcement of the next vice president of student affairs will be made by late April and the new vice president will be invited to begin work as soon thereafter as possible.

Women and persons from underrepresented groups are encouraged to apply.

Application materials should be submitted to centralpiedmontVPSA@agbsearch.com. Please address the letter of candidacy to Mark Short, chief human resources officer, at Central Piedmont Community College.

APPLICATIONS MUST INCLUDE:

- A letter of candidacy responding to the college's list of desired attributes, identifying the candidate's experiences in the context of the opportunities for the new vice president of student affairs;
- A complete curriculum vitae (CV) or résumé;
- The names, phone numbers, and email addresses of five references, none of whom will be contacted without permission of the candidate.

INQUIRIES AND NOMINATIONS SHOULD BE DIRECTED TO:

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