

An aerial photograph of the Columbus State Community College campus. The main building is a large, multi-story structure with a prominent red brick section and a glass-enclosed walkway. In the foreground, there is a paved plaza with a statue, surrounded by lush green trees. To the right, a curved, tiered seating area is visible. In the background, the downtown Columbus skyline is visible under a blue sky with scattered white clouds.

The Search for a New Senior Vice President for Academic Affairs

COLUMBUS STATE COMMUNITY COLLEGE
COLUMBUS, OHIO



An Extraordinary Higher Education Leadership Opportunity

COLUMBUS STATE COMMUNITY COLLEGE
COLUMBUS, OHIO

The President and Search Committee invite expressions of interest and nominations for the position of Senior Vice President for Academic Affairs (SVPAA), an extraordinary leadership post in a community of learners renowned for its dedication to students from all stations in life.



The President and Search Committee invite expressions of interest and nominations for the position of Senior Vice President for Academic Affairs.

Columbus State Community College is the largest community college in Ohio and among the largest community colleges in the nation, at approximately 27,000 students. With a 55-year history, we serve students from all backgrounds and seek to cultivate an equally diverse workforce. Columbus State offers more than 200 programs leading to a variety of associate degrees and certificates. In addition, Columbus State has dedicated employees with decades of service who work alongside new talent within our 2,500-member workforce to share knowledge and experience. The College is fully accredited by the Higher Learning Commission.

Columbus State's mission is to educate and inspire, providing our students with the opportunity to achieve their goals. Our vision is that the College is Central Ohio's front door to higher education and a leader in advancing our region's prosperity. Our strategic plan is grounded in three priorities: **Student Success**, **Workforce Development**, and **Civic Engagement**.

Columbus State is based in Ohio's largest city, a growing metropolis with a vibrant urban core that is home to our main campus. Our flagship Columbus Campus is located in the downtown Discovery District, proximate to the Columbus

Museum of Art and the main branch of the Columbus Metropolitan Library. A robust economy, strengthened by the city's collaborative spirit, has helped Columbus become one of the fastest-growing cities in the nation – the 14th largest, right behind San Francisco. The Columbus region offers excellent public schools, world-class performing arts, collegiate and pro sports, thriving nightlife opportunities, and an inclusive community. Still, Columbus remains affordable for young professionals and families, with a diverse array of welcoming neighborhoods. In short, Columbus is a great place to live, work, play, and raise a family, and is routinely listed among the nation's most livable and opportunity-rich cities.

Columbus State's footprint extends beyond the urban core. Our Delaware Campus, opened in 2010, serves students in the fastest-growing part of the region. Regional Learning Centers, Industry Sites or Educational Partner Sites are located in Grove City, Marysville, Columbus, Reynoldsburg, and Westerville. Our Dublin Center, part of the Integrated Education Center at Ohio University's Dublin Campus, opened in 2015 and features outstanding medical education facilities. The Southwest Center at Bolton Field is home to the College's Aviation Maintenance and Fire Science programs.

Columbus State has emerged as a key player in the region's prosperity. Embracing a partner-first ethos, the College has established itself as a go-to resource for regional employers seeking to hire and retain talent in key industries including information technology, medical science, logistics, business management, modern manufacturing, and more. In a region rich with four-year colleges and universities, Columbus State is increasingly seen as the affordable path to a bachelor's degree. Preferred Pathway partnerships with nine Ohio colleges and universities (including The Ohio State University) allow students to pursue a low-debt or no-debt bachelor's degree.

Of 1,200 American community colleges, Columbus State is the only institution in the nation to earn three key distinctions for its work to help students start strong, stay on course, and graduate with great outcomes:



Guided Pathways

Columbus State is one of 30 colleges selected by the American Association of Community Colleges (AACC) to develop next-generation academic and career pathways designed to ensure gains in completion of both two- and four-year degrees as well as greater marketability for graduates.



Achieving the Dream Leader College

Two hundred of the nation's 1,200 community colleges are members of the Achieving the Dream (AtD) network. In 2015, Columbus State was one of 19 AtD colleges awarded Leader status for its commitment to improving student success and closing achievement gaps among historically at-risk students.

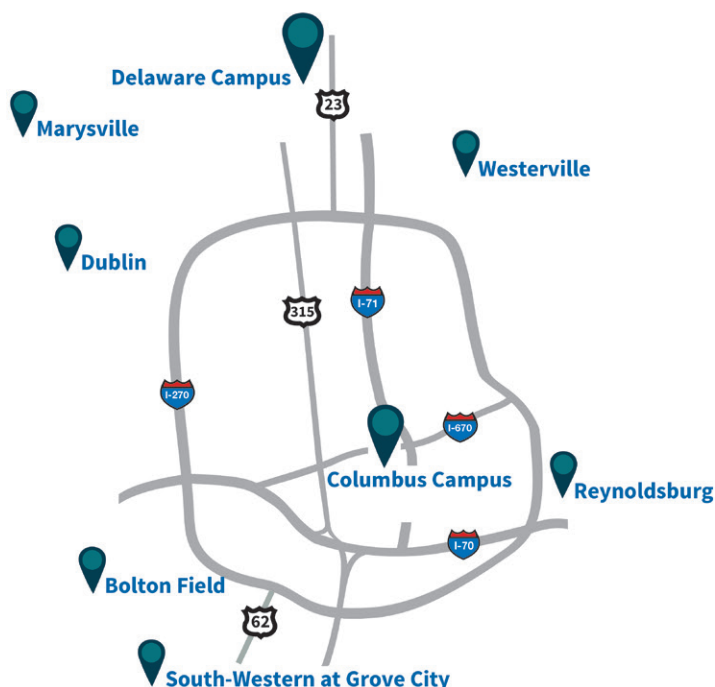


The Right Signals Initiative

Right Signals, supported by a grant from the Lumina Foundation, has identified Columbus State as one of 20 colleges entrusted with developing a new credentialing model to more clearly articulate graduate credentials and capabilities to employers.

Columbus State is among the most active community colleges in the country within the National Science Foundation-Accelerated Technological Education (NSF-ATE) grant program, with 10 current active grants in August 2018. Altogether, Columbus State has 78 active grants from government agencies, corporations, foundations, and other sources with a total value of \$43 million funding 187 positions. The College has a staff of five dedicated to pre- and post-award services to faculty.

THE COLLEGE FOOTPRINT SPANS THE GROWING CENTRAL OHIO REGION.



Columbus State is focused on delivering solutions to serve the whole student, recognizing that learning can only be successful when basic living needs are met. If students struggle with paying tuition and making ends meet, they are also likely coping with problems with consistent shelter and food insecurity. The College seeks to play an important role by making sure they are taking advantage of the supportive benefits available to them. Toward that end, Columbus State is actively partnering with community organizations as a convener of support services, broadening our outlook of what it means to be a provider of higher education.

The new SVPAA will succeed the incumbent, who is retiring after 12 years of exemplary service to the College. The SVPAA will serve as a member of the President's Leadership Team and will report to the Executive Vice President. As the College's academic leader, the SVPAA will be the chief architect of academic strategy and oversee the entire academic enterprise for the institution.

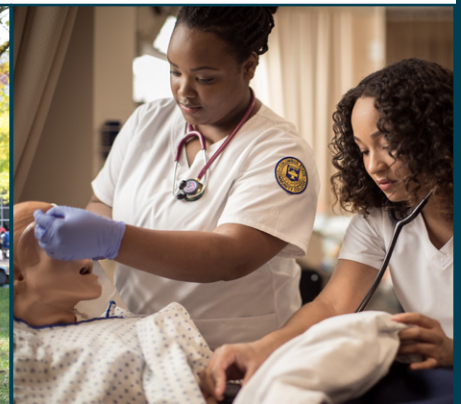
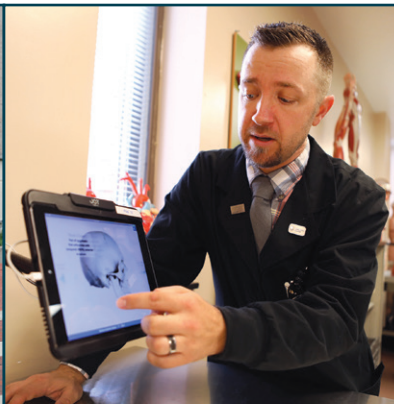


Points of Distinction

- ▶ Students cite the **incredible dedication of Columbus State faculty and staff** to all learners, especially those who struggle with significant life challenges.
- ▶ Columbus State is **Ohio's largest community college**, boasting approximately 27,000 students. At a time when many institutions are struggling with enrollments, Columbus State's unduplicated headcount **increased by 7.3%** between fall 2015 and fall 2017.
- ▶ **Preferred Pathway** partnerships with nine Ohio colleges and universities allow Columbus State Community College students to pursue a **low-debt or no-debt bachelor's degree**.
- ▶ Columbus State is the **only** community college in the nation to earn each of the following accolades:
 - **Guided Pathways** – Columbus State is one of only 30 colleges (**top 2.5%**) selected by the American Association of Community Colleges to develop next-generation academic and career pathways designed to ensure gains in completion and greater marketability for graduates.
 - **Achieving the Dream Leader College** – In 2015, Columbus State was one of only 19 AtD colleges (**top 9.5%**) awarded Leader status for its commitment to improving student success and closing achievement gaps among historically at-risk students.
 - **The Right Signals Initiative** – Right Signals, supported by a grant from the Lumina Foundation, has recognized Columbus State as part of an exclusive group by designating it as one of only **20 colleges** entrusted with developing a **new credentialing model** to more clearly articulate graduate credentials and capabilities to employers.
- ▶ Columbus State has led the way in **academic achievement** by creating a portfolio of over 50 student success interventions. As a result, between 2011 and 2015, course **success** rates for all incoming students **increased by nearly 5%**. Over the same period, the **gap** in course success rates for **African-American** students decreased by **24%** and the same shortfall for **low-income** students was **cut in half**.
- ▶ Because of a strong academic foundation, Columbus State is extremely successful in the **grant-writing** arena, with 78 active grants from government agencies, corporations, foundations, totaling **\$43 million**. These totals include **\$10 million** in active grants from the **National Science Foundation-Accelerated Technological Education** program.
- ▶ This past June, Columbus State broke ground on Mitchell Hall, the College's **\$33 million new Hospitality Management and Culinary Arts** building.
- ▶ President Harrison led the formation of **The Central Ohio Compact**, a regional strategy among K-12 and higher education leaders to help more students **succeed in college and in the workplace**. The Compact's goal is that 65% of Central Ohioans will have a postsecondary degree or certificate by 2025. The JPMorgan Chase & Co. New Skills at Work Initiative funded the Compact with a **\$2.5 million investment**. Through the work of the Compact and many others, the region has experienced a significant amount

of progress. Between 2011 and 2015, the area saw a **24% increase in high school students earning college credit before graduation**. Over the same period, there was a **32% decrease in remedial coursework** taken by central Ohio high school graduates who went directly to college.

- ▶ The College is a leader in **The College Credit Plus Program**, an Ohio Department of Education strategy aimed at increasing educational attainment. The College has partnered with high schools to offer students in grades 7-12 College Credit Plus classes that fulfill high school graduation requirements and qualify for Columbus State credit. The College Credit Plus program accounts for 15% of Columbus State's enrollment.
- ▶ Columbus State has a rich history of **comprehensive career and technical programs** and is a dynamic engine for **workforce development**. Here are some examples:
 - **Amazon Web Services** is working with Columbus State to make the company's cloud computing platforms consistent with College's curriculum and training for IT employees. Columbus State is one of just **two community colleges** in the country identified by Amazon as ideal partners for this work.
 - **Apple** has named Columbus State as one of only **six community colleges** in the nation to develop and teach courses on Apple's Swift programming language. Moreover, Apple has designated Columbus State as an **Apple Distinguished Program**.
 - Through Columbus State's **\$11.5 million Investing in Innovation** grant from the U.S. Department of Education, local high school students participated in **job-shadowing sessions** at Nationwide Children's Hospital. Teachers at the same school completed **externships** at Nationwide and integrated what they learned into their coursework. This fall, participating students will take **Columbus State classes** in the high school, giving them a head start on a college degree.
 - Columbus State has partnered with Heartland BancCorp to introduce the new **Certificate of Banking Fundamentals**, which can be applied toward an associate degree at the College or a bachelor's degree.
 - Columbus State partners with the American Electric Power Foundation, which has invested a **\$5 million grant** to engage local high school students with **STEM**-related opportunities and create pathways in STEM-related fields.
- ▶ The College quickly responds to help **displaced workers** who lose employment through industry disruptions like the one affecting the retail industry. In 2017, Columbus State mobilized a **Retail Rapid Response Team**, convening a dozen experts from across the College to assist hundreds of retail workers facing unemployment.
- ▶ Columbus State is the region's most **diverse** higher education institution. For example, students from underrepresented racial and ethnic groups comprised **nearly 41%** of the College's student body in 2017. Columbus State Community College has attracted students from **130 countries**.
- ▶ Columbus State is committed to **social impact and civic engagement**.
 - In 2015, the College launched **Courageous Conversations**, a series aimed at facilitating dialogue on civility and human rights.
 - Columbus State holds an annual **Day of Service**, where hundreds of students, faculty and staff volunteer at dozens of locations around the area, totaling nearly 2,500 hours of service each year.
 - In 2018, Columbus State adopted **Four Pillars of Student Financial Stability** and is actively partnering with community organizations to help solve issues of housing and food insecurity for our students.
- ▶ In 2017, *Military Times Magazine* ranked Columbus State in the top five on the "**Best for Vets**" list in the Career and Technical category.
- ▶ In 2018 **OnlineColleges.com** ranked Columbus State in the **top three** of Ohio's community colleges.
- ▶ Columbus State has consistently balanced its budget and just received an **A1 bond rating from Moody's and an A+ from Standard & Poor's**.





The Columbus Region

Columbus State Community College is located in Ohio's capital and has been called the emerging capital of the Midwest. As noted by The Columbus Region (<https://columbusregion.com/>), since 2010 the area has led the Midwest's largest metros in job, population and GDP growth. The Region is home to the headquarters of 15 Fortune 1000 companies, innovative start-ups, high quality academic institutions, major research entities, excellent healthcare, amenities that rank among the nation's best, and an array of restaurants featuring cuisine to suit any palate. In short, the new SVPAA will live in a highly desirable locale.



- ▶ *Inc. Magazine* recently ran a piece entitled, “**Columbus Isn’t the Next Business Destination. It’s Already Happening.**” The article cites the \$50 million Smart Cities grant that turned into \$500 million in public and private funding, turbocharging Columbus’ status as the emerging capital of the Midwest.
- ▶ Just this year, *Site Selection Magazine* named Columbus a **Top Ten Metro.**
- ▶ In 2016 *Money Magazine* recognized Columbus as **Best in the Midwest.**
- ▶ The Region has been repeatedly named by the Kauffman Foundation as a **top metro for startups to go to scale.**
- ▶ Entrepreneur.com identified Columbus as one of **25 Cities Worth Moving to if You Want to Launch a Business** (2015).
- ▶ The Columbus Region has the **highest concentration of Ph.D. holders in the Midwest.** (See <https://columbusregion.com/>)
- ▶ According to *Business Insider*, five of the nation’s top 50 **suburbs** are located in the Region.
- ▶ *SmartAsset.com* identified Columbus as the **Best City to Work in Tech** (2018).
- ▶ Delaware County, home to Columbus State’s second campus, was ranked the **11th happiest** in the U.S. by

SmartAsset.com (2018). Also this year, The Robert Wood Johnson Foundation recognized the county as the **healthiest in the state.**

- ▶ Smart Asset also rated Columbus the **top city for college graduates** in 2018.
- ▶ Airports Council International recently ranked The John Glenn Columbus International Airport **#3 in North America.**
- ▶ The overall **cost of living** for the Columbus Region is **lower** than the national and Ohio averages. (See <https://columbusregion.com/>)
- ▶ *U.S. News & World Report* consistently ranks Columbus **healthcare** among the best in the country.
- ▶ For more information on the **Food Scene**, see <http://www.columbusmonthly.com/foodanddining/20180925/announcing-columbus-monthlys-10-best-restaurants-of-year>.
- ▶ The **Columbus Arts Community** has led *U.S. News & World Report* and *Expedia* to spotlight the city as a place to visit. (See <https://www.columbusmakesart.com/>)
- ▶ Independent national rankings have cited Columbus for having the **#1 zoo, the #1 science center**, and even the **#1 ice cream.** (See <https://columbusregion.com/moving-here/things-to-do/>)



Opportunities for the Senior Vice President for Academic Affairs

Partnership with Faculty and Academic Staff

The new SVPAA will join a community of colleagues ready to work with her or him to craft an agenda that reflects the considerable strengths of the College's academic programs and the disruption in higher education. Columbus State faculty and staff possess wisdom and expertise that will contribute to innovative ideas and solutions that advance academic programs and student achievement. Ensuring the continuation of academic excellence and faculty participation in the decision-making process will be particularly important. Professional development, teaching and learning, and creating a cohesive experience in a multi-campus and online environment will be important aspects of the agenda. During the early days of his or her service, academic colleagues will be eager to spend time with the SVPAA and offer their perspectives on the opportunities and challenges before the College. Through these conversations, the SVPAA also will learn about the exciting initiatives already underway in Academic Affairs so that she or he will be able to celebrate them. The SVPAA must be a strong advocate for academic programs.

The new academic officer will be able to open a dialogue with the Columbus State Education Association and seek their views on matters of institutional importance such as strategic investments in academic programs, and the quality of work life for all faculty.

The SVPAA also will be able to immerse himself or herself in the dynamics of the department chair role. Inherent in the chair's position is a complicated balance between authority and accountability. This is a challenge on any campus and Columbus State is no exception. Concentrated study of this matter in concert with the deans and chairs will give all stakeholders the chance to develop options for strengthening the chair's role.

Faculty and staff repeatedly extol the fact that Columbus State is a great place in which to work. To quote one faculty member, "Columbus State chose me, and I will be happy to spend the rest of my career here." The SVPAA will be a key actor in making this great place even better.

A Dynamic Leadership Team

The SVPAA will join a cohesive, energetic Leadership Team, led by President Harrison, a highly accomplished, action-oriented collaborative president. The Team is a congenial group, driven to improve the student experience through continuous improvement. It discusses challenging topics in a candid, respectful manner and uses data and evidence wisely in reaching decisions. Levity is also common in the Team and it is obvious the members enjoy one another.

Student Success and Pathways

Columbus State has made considerable progress in student success and completion, including improvements among students who are at risk. It has made these gains while maintaining academic rigor. The next SVPAA will work with colleagues to improve on these already impressive results. Student success and completion is key to Ohio's performance-based funding program. The SVPAA also will be able to collaborate with faculty and staff to refine its successful Pathways effort and ensure clarity in program requirements.

Academic Technology

It is difficult to overstate the importance of learning technology's rapid advance. The new SVPAA will have the chance to engage with faculty and the College's Leadership Team to develop a strategic and balanced approach to this vital topic. This plan should be driven by consideration of which technologies will support learning outcomes as well as analysis of fiscal realities.

Technology also plays a critical role in academic support services for students. Areas such as online testing should be studied to determine how student services could be strengthened considering the financial resources available for such initiatives.

The Central Ohio Compact

Columbus State is the convener of The Central Ohio Compact, a highly innovative collaboration between educational institutions and industry partners aimed at increasing postsecondary completion in the region. The Compact's work serves to improve the quality of life and workforce development in the area. The SVPAA have a tremendous opportunity to work with the Compact, which can serve as a pipeline for Columbus State's programs.



Baccalaureate Programs

Ohio community colleges now have the flexibility to offer baccalaureate programs. This is an opportunity that the new academic officer should seriously explore. Columbus State enjoys a strong reputation that could be leveraged in a move to bachelor's programs. Such offerings could also help close the talent gap in certain fields. The exploration of this topic will necessarily include the benefits of such an initiative, along with the costs and potential duplication of programs already in the marketplace.

Bridging the College's Wide Menu of Programs

The College has been prolific in offering degree and certificate programs in myriad fields, along with workforce development programs. While there are understandable nuances associated with each of these programs, there also is a desire to bring the institution's wide array of offerings closer together. As Columbus State's academic leader, the SVPAA will have the opportunity to work closely with his or her colleagues to bridge the inherent differences between programs and help facilitate progress toward a more cohesive organization.

Diversity

Columbus State is the region's most diverse higher education institution, creating a rich academic and co-curricular learning experience for all. Building on this strength, the new SVPAA can help lead the effort to leverage the College's diversity and create new spaces and conversations where all members of the College and broader communities can learn from those whose backgrounds differ from their own.

While not all students from underrepresented populations face challenges in funding, food, transportation and other life issues, many of them do. The SVPAA can work with colleagues to seek ways in which the College might be of assistance with these types of issues.

Online Programs

Columbus State has been recognized by independent sources for its online programs. The next academic officer should conduct a strategic assessment of its online offerings to determine a shared vision for the next stage of online programming, including how large the program should be and what infrastructure investments will be necessary to achieve that vision. Quality of instructional design and teaching excellence will drive the assessment.

Mitchell Hall

The addition of Mitchell Hall, the \$33 million new home for Columbus State's Hospitality Management and Culinary Arts programs represents an extraordinary opportunity. This dynamic program has already received national recognition and the new facility will provide a launching pad to take it to even greater heights.





Desired Attributes, Experiences and Credentials

Columbus Community College is a well-regarded institution of higher learning, renowned for its exemplary contributions to its surrounding region through academic and co-curricular programs that give all learners a chance to realize their personal and professional aspirations. The College also is a leader in civic engagement and service to its community.

Columbus State seeks a new SVPAA who will be a visionary academician, committed to rigor, student success and the centrality of the academic experience in the life of the College. The following desired attributes, experiences, and credentials were gathered during two days of listening sessions conducted on the Columbus State campus with faculty, staff, and student groups, all of whom have a large stake in the success of the new SVPAA. This section also derives from a faculty survey conducted by the Columbus State Education Association and the Academic Council. A terminal degree is strongly preferred and collegiate teaching experience is required for this post.

The successful SVPAA candidate should also:

- ▶ Be an **advocate for academic programs** as the central aspect of the student experience
- ▶ Have successful academic leadership experience at the dean level or above in a **large, urban, complex community college**, with **multiple campuses** or a **similar institution**
- ▶ Embrace an **open enrollment** mission
- ▶ Evidence achievements in **student success and completion**, with an acumen for addressing the challenges associated with at-risk students
- ▶ Have successful experience in building or leading **online programs**
- ▶ Have an **open, transparent, highly ethical** approach to leadership
- ▶ Have a demonstrated ability to **resolve conflicts**
- ▶ Use **data** and **evidence** successfully in reaching decisions and motivate others to do the same
- ▶ Be **decisive** and able to enact a tough decision
- ▶ Show **empathy and compassion**
- ▶ Demonstrate positive, successful experience in a **union environment**
- ▶ Have respect for **shared governance**
- ▶ Be committed to an appreciation for and celebration of **diversity and inclusion**
- ▶ Be a **forward-thinking, innovative, creative visionary** and encourage these attributes in others
- ▶ Be agile at **change management**
- ▶ Be **visible and accessible** to constituents
- ▶ Show effective **financial stewardship**
- ▶ Possess **political acumen** in order to advocate for Columbus State with public officials
- ▶ Form **successful partnerships** outside the College with educational institutions and employers
- ▶ Possess **excellent communication skills** – oral, written, listening
- ▶ Be active in the broader **community**

The Nomination and Application Process

The SVPAA Search Committee will begin a review of applications on November 14 and continue work until an appointment is made. To assure the most favorable consideration, applications should be received by November 30, 2018, and include a letter of interest, curriculum vitae, and five professional references with email addresses and telephone numbers. References will not be contacted without prior authorization from the applicant. Women and individuals from underrepresented groups are encouraged to apply.

Applications should be sent electronically (MS Word or PDF Format) to:

CSCCSPAA@agbsearch.com

Please direct nominations and inquiries to:

FREDERICK V. MOORE, J.D./M.B.A.

Executive Search Consultant
AGB Search
C 712.299.2544
fred.moore@agbsearch.com
AGBSearch.com

RODERICK J. MCDAVIS, PH.D.

Managing Principal
AGB Search
O 202.776.0854
C 804.514.1982
rod.mcdavis@agbsearch.com
AGBSearch.com

**AGB
SEARCH**

Columbus State Community College is committed to supporting a respectful and productive learning, athletic and working environment free of discrimination and harassment. The College prohibits discriminatory or harassing behavior based on a protected class by or against students, employees, persons participating in a College program or activity, vendors and College visitors. Columbus State recognizes the following protected classes: sex, race, color, religion, national origin, ancestry, age, disability, genetic information (GINA), military status, sexual orientation, pregnancy and gender identity and expression.

The College adheres to all relevant requirements of the Ohio Public Records Laws. Every effort will be made to keep inquiries and applicant materials confidential, to the extent permissible by law.