



**HARFORD**  
COMMUNITY COLLEGE

## Vice President for Student Success

Harford Community College in Bel Air, Maryland, invites applications and nominations in the search for its next **Vice President for Student Success (VPSS)**.

### Overview

The Vice President for Student Success at Harford Community College is a senior leadership role responsible for developing and implementing comprehensive strategies to enhance student retention, engagement, and completion. The VPSS will work to foster a cohesive environment that promotes student success across academic and student support services. The VPSS will help usher in a new strategic plan that emphasizes student access and success. They will also join a financially healthy institution that is seeing year-over-year enrollment growth and a student-centered team committed to excellence and empowering learners to reach their goals.

**The Position:** As a direct report to the President and a member of the President's Cabinet, the VPSS provides leadership by overseeing the operations of Enrollment Management, Student Development, and Intercollegiate Athletics. Enrollment Management comprises Admissions, Financial Aid, Military and Veterans Support, Registration and Records, and the Test Center. Student Development comprises Academic Advising, Career and Transfer Services, Accessibility, Community Standards, Student Well-Being, the Learning Center, My College Success Network, Student Life, and credit courses in student development. The VPSS directly supervises two associate vice presidents, an athletic director, and one executive assistant. Indirect reports include more than 60 full-time and 100 part-time employees. The VPSS collaborates with the Associate Vice President for Enrollment Management in forecasting and projecting enrollment and recruiting plans and on the successful enrollment and retention of dually enrolled students. This position also collaborates with the Associate Vice President for Student Development to analyze current retention and develop new practices to address achievement and equity gaps. Additionally, the VPSS collaborates with the Athletic Director to ensure adherence to NJCAA and Region 20 regulations, oversee the athletics auxiliary budget, and maintain athletic facilities. The VPSS is also responsible for the successful implementation of the business plan for the Harford Sports Complex.

### Key Responsibilities

- **Achieving the Dream:** Serve as the College's liaison to Achieving the Dream (ATD) and leading an internal ATD team to implement best practices.
- **Budget and Resource Management:** Manage budgets and allocate resources effectively to support student success initiatives. Seek external funding opportunities, including grants, to enhance student services.
- **Collaboration and Integration:** In collaboration with the Vice President for Academic Affairs, create and promote cross-functional teams to address student needs holistically, ensuring seamless integration of academic and student services.
- **Community Engagement:** Foster partnerships with local schools, businesses, and community organizations to support student success. Engage with external stakeholders to create pathways for student internships, employment, and further education.
- **Data-Informed Decision Making:** Utilize data analytics to identify barriers to student success and inform policy and program development. Ensure the regular collection, analysis, and dissemination of data related to student outcomes.

- **Dual Enrollment:** Assist in the College's implementation of the Maryland Blueprint (<https://blueprint.marylandpublicschools.org/>) and guide the enrollment aspects of the College's dual enrollment program. This includes meeting regularly with representatives from public high schools.
- **Equity and Inclusion:** Promote a culture of equity and inclusion. Develop programs and policies that support historically minoritized student populations, ensuring equitable access to resources and opportunities.
- **Policy Development:** Develop and implement policies and procedures that support student success and align with institutional goals. Ensure compliance with all relevant federal, state, and local regulations.
- **Professional Development:** Provide leadership and professional development opportunities. Foster a culture of continuous improvement and learning.
- **Retention and Completion:** Lead initiatives to improve student retention, progression, and completion rates. Oversee division assessment, facilitate the adoption of key performance indicators (KPIs), and implement evidence-based practices and track KPIs to measure success.
- **Strategic Leadership:** Develop and execute a strategic vision for student success that aligns with the College's mission, vision, and values.
- **Student Support Services:** Oversee the development, implementation, and continuous improvement of student support services.
- **Title IX:** Serve as the College's Title IX Coordinator and work with a volunteer Title IX team to ensure adherence to federal regulations.

### Success Metrics

- **Increased Retention and Graduation Rates:** Achieve measurable improvements in student retention and graduation rates through collaborative efforts.
- **Student Satisfaction and Engagement:** Enhance student satisfaction and engagement by providing integrated support and a seamless student experience.
- **Reduced Barriers to Success:** Identify and eliminate barriers to student success, ensuring that students have the resources and support needed to achieve their academic and personal goals.

**Qualifications:** The successful candidate will be student-centered and demonstrate a deep commitment to the College's mission, vision, and values. They will be an excellent communicator and team member and will demonstrate an awareness of diverse cultural, social, and demographic differences, as well as work to create an inclusive learning and working environment that promotes equity, dignity, and respect for all students, faculty, staff and the campus community at large. The next VPSS will possess at least seven years of relevant experience in progressive leadership roles. The VPSS will have the ability to manage and monitor work performance of a division/multiple departments, including evaluate program/work objectives and effectiveness, establish broad organization goals, and realign work and staffing assignments for the division. A master's degree is required; a doctorate degree is preferred.

**The Institution:** Since its founding in 1957, Harford Community College has served as the anchor institution for higher education in Harford County, Maryland. Harford is a vibrant, open-access institution offering more than 140 affordable degree, certificate, and career and workforce programs to more than 6,300 full- and part-time students, as well as community education courses to nearly 6,000 students a year. Harford provides the tools and platforms for students to discover who and what they want to be and to see their aspirations develop into realities. The College promotes economic growth in Harford County by helping students increase their employability, supplying trained workers to county businesses and industries, employing more than 1,000 faculty and staff, and purchasing local goods and services.

Harford's main campus is located on 352 beautiful acres near the vibrant town of Bel Air, and it also offers workforce and entrepreneurial training programs at its Edgewood site. For fiscal year 2023, Harford is operating under a balanced budget of approximately \$61.1M; the College currently has an unrestricted fund balance of \$47.9M, including a \$3.9M fund balance for auxiliary enterprises. The Harford Foundation, which directs fundraising and alumni outreach efforts, reached \$21.2M in net assets in fiscal year 2022. Harford has established important strategic partnerships with numerous area businesses and institutions, including the U.S. Army's Aberdeen Proving Ground, which is the largest employer in Harford County. The College also enjoys an excellent relationship with Harford County Public Schools (HCPS), offering dual-

enrollment opportunities to high school students and enrolling approximately 30% to 35% of recent HCPS graduates annually. The College and HCPS have also partnered on a joint dual enrollment effort which ensures all Harford County Public Schools students graduate with the necessary skills and experience to succeed in today's most in-demand careers. The dual enrollment program offers flexible and dynamic learning options, enabling students to explore career paths and areas of study while still in high school, with the option to continue their coursework at the College—earning an associate degree, certificate, or licensure that will transfer to a four-year institution or lead to immediate employment. This important partnership provides the structure for high school graduates to become the backbone of Harford County's workforce.

Additionally, Towson University's Northeast Extension (TUNE) is located on Harford's campus and offers transfer opportunities to students seeking bachelor's degrees via 2+2 articulation agreements in eleven in-demand fields; articulation agreements include nursing, business, and education. Harford is beginning its sixth year as a member of the Achieving the Dream consortium, a network of colleges, coaches and advisors, state policy teams, and investors and partners, committed to helping all community college students access economic opportunities to achieve their dreams. The College is working to operationalize its student success initiatives via its Strategic Plan. Four ATD themes have been included as objectives in the Strategic Plan: course modality and persistence, developmental course completion, onboarding, and equity. Harford Community College is accredited by the Middle States Commission on Higher Education. Its accreditation was reaffirmed in 2022, and its next self-study evaluation will be in 2029-2030. More information about the College may be found at [www.harford.edu](http://www.harford.edu).

**Location:** Located just 25 miles northeast of Baltimore, Bel Air and wider Harford County offer a lively and welcoming atmosphere. Residents enjoy a moderate cost of living in urban, suburban, and rural settings, as well as access to numerous attractions. As the Harford County Seat, Bel Air is centrally located and provides a combination of urban amenities and small-town charm. The town is home to the Bel Air Festival for the Arts, the Maryland State BBQ Bash, lush parks and walking trails, unique museums that illuminate the County's rich history, and a diverse array of restaurants and boutiques. Northern Harford County is a bucolic region with a distinct agricultural heritage where residents can visit farms to handpick seasonal fruit, explore vineyards and wineries, hike Rocks State Park, and attend outdoor festivals and events, including the Fiore Wine and Jazz Festival and the Darlington Apple Festival. The County's southern edge sits along the beautiful Chesapeake Bay and is populated by waterfront communities that share a deep maritime tradition, including the historic town of Havre de Grace, which is home to the Havre de Grace Maritime Museum and Susquehanna State Park. In addition to its proximity to Baltimore, Harford County is less than two hours by car from the cities of Washington, D.C.; Philadelphia, Pennsylvania; and Wilmington, Delaware.

**Application:** Candidates should submit only a cover letter and résumé/CV to RPA Inc. at [HarfordVPSS@rpainc.org](mailto:HarfordVPSS@rpainc.org). For a confidential discussion or to make a nomination, please contact Kira Heath, Search Manager, or Isaac Karaffa, Vice President and Senior Consultant, at the email address above. The review of applications will begin on August 1, 2024, and first-round interviews will commence thereafter.

*Harford Community College is committed to the principles of Affirmative Action and Equal Employment Opportunity. It is the policy of Harford Community College not to discriminate against applicants on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law with regard to any employment practices. HCC is an EEO and ADA/ADAA employer that values, embraces, and supports diversity in the College community.*



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