

# SEARCH PROFILE:

DIRECTOR OF SHARED SERVICES CENTER



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## THE OPPORTUNITY

The Virginia Community College System (VCCS) invites nominations and applications for the position of Director of the Shared Services Center (SSC). This senior leadership role provides visionary, strategic, and operational leadership for the SSC, which is considered a 25th entity of the VCCS that serves approximately 17,000 employees across 23 community colleges across the state. The Shared Services Center is located in Daleville, Virginia, which is part of the scenic Roanoke Valley portion of the Blue Ridge Mountains.

The Director is responsible for ensuring efficient and effective delivery of shared administrative services including procurement, accounts payable, payroll, employee onboarding, time and labor, and customer services, in alignment with the mission and strategic priorities of the VCCS. This position offers the opportunity to lead meaningful organizational transformation within higher education while directly supporting institutions that change lives.

The ideal candidate will be a strategic and service-oriented leader with a master's degree and extensive experience managing large-scale administrative operations, exceptional communication skills, and the ability to navigate governance structures and drive systemwide innovation. The successful candidate will join an organization with strong mission alignment, established infrastructure, and the potential to become a national model for shared services excellence.





## VIRGINIA COMMUNITY COLLEGE SYSTEM

In 1966, Virginia Governor Mills Godwin created the VCCS in response to calls for a new approach to providing educational opportunities and meeting Virginia's unmet needs in higher education and workforce training. Financed by the state's first ever sales tax, two colleges opened serving 7,500 students. Today, the VCCS is comprised of 23 colleges with 40 campuses, serving more than 230,000 students throughout the commonwealth. Headquartered in the state capital of Richmond, the System Office employs more than 200 team members. The System's colleges are each led by a President who reports to the Chancellor.

The impact that VCCS has on the entire Commonwealth is hard to overstate. Widely recognized as a top system in the country, VCCS enrollment is more than the entire higher education enrollment of many states. Tuition at these engines of economic and social mobility is roughly one-third of the comparable cost of attending one of Virginia's public four-year universities. Virginia's community colleges have a 50-year track record of

## MISSION AND STRATEGIC PLAN

VCCS has a core focus on providing all students with the knowledge, skills, and credentials necessary for success in the 21st century. Guided by the mission to give everyone the opportunity to learn and develop the right skills so lives and communities are strengthened, the Chancellor and the gubernatorially appointed State Board for Community Colleges launched the strategic plan Accelerate Opportunity in 2024 to award 300,000 cumulative meaningful credentials by 2030 by achieving equity in access, learning outcomes, and success for students from every race, ethnicity, gender, and socioeconomic group.

educational excellence and innovation in serving the needs of students and communities and in strengthening the commonwealth's economy.



# VIRGINIA COMMUNITY COLLEGE SYSTEM (CONT.)

## THE COMMONWEALTH OF VIRGINIA

[Virginia](#) is the 10th US state, located between the Atlantic Coast and the Appalachian Mountains in the Mid-Atlantic and Southeastern regions. Virginia has retained its designation as a Commonwealth since its initial state constitution in 1776. Rich in history, Virginia was the site of the first permanent English settlement. Its legislature, the General Assembly, was established in 1619. Virginia's Blue Ridge Mountains, Tidewater coastal plain, and many rivers and valleys provide a wealth of natural beauty and resources. Moderate temperatures draw visitors from across the world to the many sights and activities.

The state population is 8.8 million, spread across 42,775 square miles. The moderate political climate, cultural diversity, and favorable business climate have made Virginia a destination site for economic development.

## VIRGINIA COMMUNITY COLLEGES

<a href="#">Blue Ridge Community College</a>	<a href="#">Patrick &amp; Henry Community College</a>
<a href="#">Brightpoint Community College</a>	<a href="#">Piedmont Virginia Community College</a>
<a href="#">Camp Community College</a>	<a href="#">Rappahannock Community College</a>
<a href="#">Central Virginia Community College</a>	<a href="#">Reynolds Community College</a>
<a href="#">Danville Community College</a>	<a href="#">Southside Virginia Community College</a>
<a href="#">Eastern Shore Community College</a>	<a href="#">Southwest Virginia Community College</a>
<a href="#">Germanna Community College</a>	<a href="#">Tidewater Community College</a>
<a href="#">Laurel Ridge Community College</a>	<a href="#">Virginia Highlands Community College</a>
<a href="#">Mountain Empire Community College</a>	<a href="#">Virginia Peninsula Community College</a>
<a href="#">Mountain Gateway Community College</a>	<a href="#">Virginia Western Community College</a>
<a href="#">New River Community College</a>	<a href="#">Wytheville Community College</a>
<a href="#">Northern Virginia Community College</a>	<a href="#">System Office</a>







## LEADERSHIP

### **CHANCELLOR**

Dr. David Doré became the tenth chancellor to lead the Virginia Community College System in April 2023. As Chancellor, he provides leadership, oversight, and strategic direction for the system. Like many community college students, Dr. Doré was a first-generation college student. His career reflects a deep commitment to student success, diversity, inclusion, and economic mobility. Dr. Doré previously served as President of Campuses and Executive Vice Chancellor at Pima Community College and has held senior leadership roles in Arizona and California. He holds a Doctor of Education from Pepperdine University, multiple master's degrees from Georgetown, Boston College, and Santa Clara University, and a bachelor's degree from Gannon University. He is a Presidential Fellow of the Aspen Institute's College Excellence Program.

### **SENIOR VICE CHANCELLOR FOR FINANCE AND OPERATIONS**

Dr. Tommy Wright began his role in January 2025. Prior to joining the System Office, he served as President of Southwest Virginia Community College beginning in 2018. His leadership revitalized multiple academic and community programs and established an Honors College. Dr. Wright previously served as Vice President of Finance and Advancement at Cleveland State Community College and held administrative roles at Appalachian State University. He holds a Bachelor of Science in Mass Communications, a Master of Education, and an Education Specialist degree from Middle Tennessee State University, and a Doctorate of Education from Tennessee State University.

### **VICE CHANCELLOR FOR FINANCE AND CAPITAL RESOURCES**

Mr. Will Johnson began his role in January 2025 and has thirty years of higher education administration experience. In addition to the Shared-services Center, he oversees budget and planning, fiscal, and facilities management services. Mr. Johnson holds Bachelor of Architecture and Master of Public Administration degrees from Virginia Tech.





## ABOUT THE SHARED SERVICES CENTER

The **Shared Service Center** was launched in 2016 to reduce administrative burdens on individual colleges, streamline high-volume transactional functions, and foster operational efficiency across the system. The SSC supports the VCCS mission by delivering high-quality, efficient, and standardized administrative services that enable the colleges and the system office to focus their resources on teaching, learning, and student success. This includes centralized services in procurement, accounts payable, payroll, onboarding, time and labor, and customer support. Through continuous improvement, collaboration, and innovation, the SSC aims to reduce administrative burden, improve service delivery, and create economies of scale that support the strategic goals of the VCCS. The SSC is committed to fostering a culture of operational excellence, data-informed decision-making, and inclusive service to its diverse community of stakeholders.

Located in Daleville, Virginia, the SSC operates in a modern, leased facility built with advanced technologies and infrastructure that support both in-person and remote work environments. The team includes professionals from across the region who value the SSC's collaborative culture, professional development opportunities, and the ability to make a systemwide impact.

Daleville's central location in the Roanoke Valley offers easy access to the Blue Ridge Mountains, providing scenic views and abundant outdoor recreational opportunities. Just minutes from Roanoke, residents also enjoy a vibrant mix of restaurants, shopping, and cultural attractions. The area's growing economy, expanding housing options, and picturesque setting make Daleville a compelling choice for both families and professionals seeking balance between nature and opportunity. Additionally, the SSC attracts talent from nearby urban areas, due to its flexible work culture and the opportunity to lead meaningful innovation at scale.





## THE ROLE OF THE DIRECTOR OF SHARED SERVICES CENTER

The SSC is poised for its next phase: a transition from service expansion to service enhancement. The new Director will lead this evolution, fostering a culture of continuous improvement, collaboration, innovation, and operational excellence.

The Director is responsible for ensuring that all services consistently meet or exceed performance standards while continuously improving quality and supporting the VCCS mission of strengthening lives

and communities through education. In this leadership role, the Director manages a team of professionals and maintains comprehensive oversight of operations, including staff performance management, budget administration, service delivery, customer relations, and innovation initiatives. The Director reports directly to the Vice Chancellor of Finance and Capital Resources and serves as a key member of the senior leadership team under the Senior Vice Chancellor of Finance and Operations.

## DESIRED QUALIFICATIONS AND CHARACTERISTICS

The ideal candidate for Director of the Shared Services Center will be a strategic and service-oriented leader with a master's degree and extensive experience managing large-scale administrative operations. They will bring a proven track record in leading teams, optimizing processes, and delivering customer-focused services in complex environments. Exceptional communication, collaboration, and change management skills are essential, along with the ability to navigate governance structures and drive systemwide innovation. Experience in higher education or the public sector, along with certifications in Lean or Six Sigma, is highly desirable.

### POSITION PRIORITIES

Lead a high-performing, service-oriented team and foster a culture of excellence, inclusion, innovation, and continuous improvement.

- Oversee the delivery of shared service center operations including cash disbursement, procurement, payroll, onboarding, time and labor, and help desk functions for 25 VCCS sub-agencies.
- Establish and standardize business processes across the system using data analytics, quality metrics, and stakeholder input.
- Implement and refine strategic initiatives that improve service quality, operational efficiency, and customer satisfaction.



## DESIRED QUALIFICATIONS AND CHARACTERISTICS (CONT.)

- Serve as a key liaison with governance bodies and senior leadership; provide actionable data, insights, and recommendations.
- Manage the SSC budget, ensuring alignment with performance goals and cost-effectiveness.
- Champion change management efforts, leading cultural shifts and addressing organizational resistance with empathy and strategic foresight.
- Promote transparency, timely communication, and inclusive stakeholder engagement through multiple channels.
- Ensure alignment of technology strategies with service delivery goals, identifying and integrating innovative tools and platforms.
- Serve as a thought partner to the Chancellor's executive team and Shared Services Steering Committee on enterprise operations, strategic initiatives, and service innovations.
- Foster a learning culture within the SSC by supporting employee development, professional certifications, and process improvement training (e.g., Lean, Six Sigma).
- Provide crisis and continuity leadership for SSC operations during emergencies or unexpected disruptions, ensuring service delivery and communication protocols are maintained.
- Lead or participate in systemwide initiatives, task forces, and cross-functional teams that support administrative modernization and operational excellence.
- Engage in strategic planning and annual goal-setting aligned with the VCCS strategic plan, including identifying metrics and benchmarks to monitor SSC performance.
- Support internal and external audits, risk assessments, and compliance initiatives by ensuring proper controls, documentation, and accountability mechanisms are in place
- The ability to lead effectively within and across units, using collaboration, strong listening skills, and persuasion to guide decision making and influence critical operations.
- The ability and desire to innovate and apply creative problem-solving to the complex challenges facing Virginia and higher education.
- A commitment to and understanding of the fundamental need for multiple perspectives and backgrounds in the workforce.
- The ability to plan and act strategically while maintaining transparency and building consensus.
- The ability to inspire trust and build relationships.
- Project development expertise to lead (or assist staff in leading) new initiatives on a grand scale, setting a standard of collaborative needs assessment, creating benchmarks for evaluation, setting, and maintaining project timelines and budgets, and evaluating project success.
- The ability to identify administrative cost savings and operational efficiencies and communicate effectively, clearly, and diplomatically to a wide range of interest groups.
- Excellent writing and communication skills.

The salary range for this role is **\$185,000 - \$195,000**, commensurate with education and experience with a generous benefits package.

In addition, candidates should bring the following complementary abilities and experiences to the work of the VCCS:

- A commitment to community college education.
- Demonstrated ability to understand system-level policies and processes, distributed decision-making, shared governance, matrixed organizations, and complex management systems and protocols.
- Executive level problem solving and organizational skills and ability to function in a complex, high demand environment, managing multiple priorities simultaneously.
- Outstanding diplomatic, negotiation, and communication skills, and the ability to represent the VCCS externally.







## THE APPLICATION PROCESS

The Virginia Community College System is being assisted by Academic Search. Confidential discussions about this opportunity may be arranged by contacting senior consultants Dr. Shirley Robinson Pippins at [shirley.pippins@academicsearch.org](mailto:shirley.pippins@academicsearch.org), or consultant Ms. Disa Mason at [disa.mason@academicsearch.org](mailto:disa.mason@academicsearch.org).

The application for Director of the Shared Services Center consists of three documents: 1) a cover letter that addresses the expectations discussed in this search profile, 2) a resume, and 3) a list of at least five professional references with name, title/organization, relationship to applicant, phone number, and email address. No other documents or supporting documents are requested. Note that while the list of references is a part of the application package, 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.

The search committee will begin reviewing candidate materials on October 9, 2025 and early application is encouraged.

Applications received by October 20, 2025 are assured of full consideration from the committee. **Applications must be submitted through the VCCS online recruitment system using this link: <https://jobs.vccs.edu/postings/88848>** The job id is 88848.

*The Virginia Community College System (VCCS) provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, political affiliation, veteran status, sexual orientation, gender identity or other non-merit factors.*

*The Virginia Community College System (VCCS) is an Equal Employment Opportunity employer and complies with the Americans with Disabilities Acts (ADA and ADAAA), to provide, reasonable accommodation to applicants in need of access to the application, interviewing, and selection processes when requested.*



# ABOUT ACADEMIC SEARCH

Academic Search is assisting Virginia Community College System in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

