



Executive Position Description

Vice President of Student Services

Purpose

This Executive Position Description defines the strategic purpose, executive leadership expectations, scope of responsibility, and accountability, and qualifications for the Vice President of Student Services. It establishes the framework by which the position contributes to Victoria College's mission of *Improving Lives. Strengthening Communities.* through educational attainment, transfer success, career success, and upward economic mobility.

The document serves as the official position description for the Vice President of Student Services and provides the foundation for

- Executive recruitment and selection;
- Executive onboarding and orientation;
- Annual goal setting and performance evaluation;
- Professional growth and leadership development;
- Succession planning and executive continuity; and
- Organizational alignment with the College's mission, vision, values, and strategic priorities.

Framework

This document defines

- The executive role and strategic purpose of the position,
- Executive leadership expectations,
- Executive scope of responsibility,
- Executive responsibilities and measures of success,
- Cross-divisional leadership expectations,
- Required qualifications and experience, and
- Working conditions and employment expectations.

I. Position Information

Position Title: Vice President of Student Services of Student Services

Division: Student Services

Reports To: President

FLSA Status: Exempt

Pay Grade: P10

Employment Category: Full-Time Executive Administrator

II. Executive Role

Position Summary

The Vice President of Student Services serves as Victoria College's chief student services and enrollment executive and is a member of the President's Cabinet. Reporting directly to the President, the Vice President provides executive leadership for a comprehensive student services division while contributing to institutional strategy, organizational effectiveness, and the long-term success of the College.

As a member of the President's executive leadership team, the Vice President serves as a trusted advisor to the President, collaborates with fellow Cabinet members to advance institutional priorities, and exercises executive leadership that supports the mission, vision, values, and strategic direction of Victoria College.

Position Purpose

Victoria College believes education transforms lives, strengthens families, and creates prosperous communities. Guided by the College's mission of *Improving Lives. Strengthening Communities.*, the Vice President of Student Services exists to advance student success by expanding educational opportunity, supporting educational attainment, and helping students achieve meaningful post-completion success.

At Victoria College, completion is not the destination—it is a significant milestone in a student's lifelong journey. We measure our success by helping students achieve educational attainment, transfer success or career success, leading to upward economic mobility. This philosophy defines the purpose of this position and shapes the work of the Student Services Division.

Accordingly, the Vice President of Student Services exists to remove barriers to student success, strengthen educational pathways, and create an integrated student experience that supports learners from first inquiry through educational attainment and successful transfer or career success.

III. Executive Leadership Expectations

Executive leadership at Victoria College extends beyond the leadership of an individual division. Members of the President's Cabinet are entrusted with advancing the College's mission, vision, values, and strategic priorities while strengthening the institution through collaborative leadership and shared accountability.

Executive leaders are expected to think institutionally before divisionally, lead strategically and collaboratively, exercise sound judgment, and place students at the center of institutional decision-making. Together, they share responsibility for strengthening Victoria College and advancing its mission of *Improving Lives. Strengthening Communities*.

Leadership Commitments

Every executive leader at Victoria College is expected to

- Lead with integrity and purpose,
- Create a culture of care,
- Serve with humility,
- Act with courage,
- Build trust,
- Communicate transparently,
- Collaborate intentionally,
- Develop people,
- Steward resources responsibly,
- Pursue continuous improvement, and
- Advance the mission.

Institutional Leadership

Executive leaders are expected to

- Think institutionally before divisionally, recognizing that the success of Victoria College is a shared responsibility;
- Serve as trusted advisors to the President by contributing to executive leadership; institutional planning, policy development, and strategic decision-making;
- Advance the College's mission, vision, values, and strategic priorities through collaborative leadership and shared accountability;
- Foster collaboration across the institution to strengthen organizational effectiveness, student success, and institutional performance;
- Represent Victoria College with professionalism, integrity, and credibility throughout the community and the higher education profession; and
- Promote transparency, accountability, ethical decision-making, and sound governance in all aspects of executive leadership.

Student-Centered Leadership

Executive leaders are expected to

- Place students at the center of institutional decision-making;
- Ensure that policies, practices, and services advance student success, educational attainment, transfer success, career success, and upward economic mobility;
- Promote a culture in which every employee understands and embraces their role in supporting student success;

- Continuously evaluate institutional processes to remove barriers, expand opportunities, and improve the student experience; and
- Foster a culture of care where students are known, valued, supported, and empowered to achieve their goals.

Organizational Leadership

Executive leaders are expected to

- Build and sustain high-performing teams characterized by trust, accountability, collaboration, and continuous learning;
- Recruit, develop, mentor, and retain talented employees while cultivating future institutional leaders;
- Foster a culture where employees are known, valued, supported, challenged, and empowered to succeed;
- Lead organizational change with empathy, transparency, and clear communication.
- Establish clear expectations while promoting accountability, professional growth, and continuous improvement; and
- Create an environment where collaboration, care, and shared responsibility strengthen organizational effectiveness.

Strategic Leadership

Executive leaders are expected to

- Lead with a long-term perspective by anticipating emerging opportunities and challenges affecting higher education and the communities Victoria College serves;
- Think strategically by aligning decisions and priorities with the College's mission, vision, values, and long-term strategic direction;
- Utilize evidence, data, assessment, and informed judgment to guide planning, decision-making, and continuous improvement;
- Encourage innovation, creativity, and thoughtful risk-taking that strengthen student success and institutional effectiveness; and
- Demonstrate resilience, adaptability, and sound judgment while leading organizational change in an evolving higher education environment.

IV. Scope of Executive Responsibility

The Vice President of Student Services is entrusted with executive responsibility for leading a comprehensive Student Services Division while contributing to the overall leadership, effectiveness, and long-term success of Victoria College.

The scope of this position extends beyond the administration of assigned departments. As a member of the President's Cabinet, the Vice President contributes to institutional planning, executive decision-making, strategic enrollment management, organizational effectiveness, and the achievement of the College's strategic priorities

Organizational Responsibilities

The Vice President of Student Services provides executive leadership for the following departments and programs

- Admissions and Recruitment;

- Advising, Counseling, and Support Services;
- Financial Aid;
- Student Life;
- Athletics;
- Testing Center;
- TRiO Student Support Services (KEY Center); and
- GEAR UP.

Administrative Responsibilities

The Vice President of Student Services is responsible for the effective leadership, administration, and continuous improvement of the Student Services Division through

- Strategic planning and implementation;
- Operational planning and organizational effectiveness;
- Personnel leadership, supervision, and professional development;
- Budget development, fiscal stewardship, and resource allocation;
- Policy development, implementation, and operational oversight;
- Compliance with applicable federal, state, accreditation, grant, and institutional requirements;
- Assessment, planning, and continuous improvement;
- Grant administration and reporting; and
- Data-informed decision-making that supports operational effectiveness and informed planning.

Institutional Responsibilities

As a member of the President's Cabinet, the Vice President of Student Services contributes to the leadership and long-term success of Victoria College by

- Advancing the College's mission, vision, values, and strategic priorities;
- Supporting the implementation of the College's Strategic Enrollment Management Plan;
- Participating in institutional planning, policy development, and executive decision-making;
- Collaborating with executive leaders to strengthen organizational effectiveness and institutional performance;
- Building productive partnerships with school districts, universities, employers, governmental agencies, and community organizations;
- Representing Victoria College in local, regional, state, and national initiatives that advance higher education, workforce development, and community prosperity;
- Exercising responsible stewardship of the College's financial, human, physical, technological, and operational resources; and
- Protecting and strengthening the College's reputation and public trust.

V. Strategic Leadership Responsibilities and Measures of Success

The Vice President of Student Services is accountable for advancing Victoria College's mission through executive leadership that strengthens student success, organizational effectiveness, and institutional performance. The following areas establish the primary executive responsibilities of the position and the measures of success used to evaluate institutional impact.

A. Student Success and Educational Attainment

Philosophy

Victoria College believes student success extends beyond credential completion. Educational attainment is a significant milestone that prepares students for successful transfer or career success, ultimately leading to upward economic mobility. The Vice President provides executive leadership that strengthens every stage of the student success continuum—from first inquiry through educational attainment and meaningful post-completion success.

Executive Responsibilities

The Vice President of Student Services

- Leads institutional strategies that advance student access, enrollment, persistence, educational attainment, transfer success, career success, and upward economic mobility;
- Aligns Student Services programs, resources, and support systems to help students progress successfully from first inquiry through meaningful post-completion outcomes;
- Removes institutional barriers that impede students from completing credentials, transferring successfully, entering meaningful careers, and achieving greater economic opportunity;
- Promotes student success as a shared institutional responsibility that extends beyond completion to successful transfer, career success, and upward economic mobility; and
- Collaborates across divisions to create clear, integrated pathways that connect educational attainment to university transfer or careers of value.

Measures of Success

Success is demonstrated through

- Improved student persistence, educational attainment, transfer success, and career success;
- Increased numbers of students progressing from credential completion into universities or meaningful employment;
- Reduced barriers across the full student journey, including transition into post-completion opportunities; and
- Measurable improvement in post-completion outcomes and, when data are available, upward economic mobility.

B. Strategic Enrollment Management

Philosophy

Strategic Enrollment Management is an institution-wide responsibility that aligns enrollment strategy with institutional priorities and student success. The Vice President provides executive leadership that ensures enrollment decisions are intentional, data-informed, and aligned with the College's long-term direction.

Executive Responsibilities

The Vice President of Student Services

- Provides executive leadership for the implementation and continuous advancement of the College's Strategic Enrollment Management Plan;
- Aligns recruitment, admissions, financial aid, advising, onboarding, and student support strategies to improve student success and institutional performance;

- Uses demographic, enrollment, workforce, and student success data to inform strategic planning and resource allocation;
- Provides executive leadership for enrollment strategies that strengthen recruitment, enrollment, persistence, educational attainment, transfer success, and career success; and
- Collaborates across divisions to ensure Strategic Enrollment Management remains a shared institutional responsibility.

Measures of Success

Success is demonstrated through

- Achievement of Strategic Enrollment Management goals;
- Sustainable enrollment growth aligned with institutional capacity and strategic priorities;
- Improved recruitment, enrollment conversion, and student persistence; and
- Improved onboarding and persistence.

C. Transfer and Career Success

Philosophy

Victoria College believes its responsibility extends beyond credential completion. Students should successfully transfer to a university or achieve career success that leads to meaningful employment, lifelong opportunity, and upward economic mobility.

Executive Responsibilities

The Vice President of Student Services

- Strengthens institutional partnerships and pathways that support successful university transfer and career success;
- Collaborates across divisions to align academic, workforce, and student support strategies that improve post-completion outcomes;
- Leads student support strategies that prepare students for successful transfer, career success, and lifelong learning;
- Aligns Student Services priorities with regional workforce needs and emerging employment opportunities; and
- Uses post-completion outcomes to evaluate institutional effectiveness and inform continuous improvement.

Measures of Success

Success is demonstrated through

- Increased transfer success and university persistence,
- Improved career placement and employment outcomes aligned with students' educational goals,
- Strong, sustainable partnerships with universities and employers that expand student opportunity, and
- Positive post-completion outcomes that support lifelong opportunity and upward economic mobility.

D. Student Experience and Belonging

Philosophy

Students are more likely to achieve their educational and career goals when they feel welcomed, valued, connected, supported, and challenged.

Executive Responsibilities

The Vice President of Student Services

- Creates a culture of care where every student is known, valued, supported, and empowered to succeed;
- Strengthens student engagement through coordinated programs, services, leadership opportunities, and campus life;
- Ensures student support services provide an integrated and responsive student experience;
- Oversees student conduct proceedings;
- Leads initiatives that strengthen student belonging, engagement, and connection to the College; and
- Continuously evaluates the student experience to identify opportunities for improvement.

Measures of Success

Success is demonstrated through

- Increased student engagement,
- Improved student satisfaction and sense of belonging,
- A coordinated student experience across Student Services, and
- Improved persistence and student success.

E. Organizational Leadership and Culture

Philosophy

Exceptional student outcomes begin with exceptional employees. The Vice President fosters an organizational culture that develops people, strengthens teams, and promotes collaboration, accountability, care, and continuous improvement.

Executive Responsibilities

The Vice President of Student Services

- Builds and sustains high-performing teams;
- Coaches, mentors, and develops future leaders;
- Establishes clear expectations and promotes organizational accountability;
- Leads organizational change with transparency and empathy; and
- Cultivates a culture of collaboration, care, and continuous improvement.

Measures of Success

Success is demonstrated through

- High employee engagement and retention;
- Leadership development throughout the division;
- Strong organizational effectiveness and team performance; and
- A culture characterized by collaboration, accountability, and continuous improvement.

F. Innovation, Assessment, and Continuous Improvement

Philosophy

Institutional excellence is achieved through innovation, meaningful assessment, and evidence-informed decision-making that strengthen student success and organizational effectiveness.

Executive Responsibilities

The Vice President of Student Services

- Cultivates a culture of innovation that improves student success and organizational effectiveness;
- Uses evidence, assessment, and data to inform strategic planning, executive decision-making, and resource allocation;
- Fosters organizational learning and a culture of continuous improvement;
- Leverages technology and emerging practices to enhance student services and organizational effectiveness; and
- Ensures the systematic assessment of programs and services to strengthen institutional performance.

Measures of Success

Success is demonstrated through

- Evidence-informed planning and executive decision-making;
- Innovation that results in measurable improvements to student success and organizational effectiveness;
- Systematic assessment that informs planning and continuous improvement; and
- A culture that embraces innovation, learning, and continuous improvement.

G. Partnerships and Community Leadership

Philosophy

Victoria College fulfills its mission through collaborative partnerships that expand educational opportunity, strengthen the regional workforce, and enhance the prosperity of the Crossroads region.

Executive Responsibilities

The Vice President of Student Services

- Builds and sustains strategic partnerships with school districts, universities, employers, governmental agencies, and community organizations;
- Represents Victoria College in regional, state, and national initiatives;
- Strengthens educational pathways and collaborative partnerships that improve student and community outcomes;
- Cultivates collaborative initiatives that expand educational opportunity and strengthen the communities Victoria College serves; and
- Advances the College's reputation through professional leadership and community engagement.

Measures of Success

Success is demonstrated through:

- Strong, sustainable strategic partnerships;
- Expanded educational pathways and opportunities for students;

- Meaningful regional engagement that advances the College's mission; and
- A positive institutional reputation and measurable community impact.

H. Resource Stewardship and Institutional Accountability

Philosophy

Responsible stewardship requires the thoughtful management of people, finances, compliance, and public resources while upholding the highest standards of integrity, accountability, and transparency.

Executive Responsibilities

The Vice President of Student Services

- Exercises responsible stewardship of financial, human, technological, physical, and operational resources;
- Ensures compliance with applicable laws, regulations, accreditation standards, grant requirements, and institutional policies;
- Promotes sound governance, ethical leadership, and responsible risk management;
- Aligns resources with institutional priorities and measurable student outcomes; and
- Ensures resources are aligned with institutional priorities through responsible planning, decision-making, and stewardship.

Measures of Success

Success is demonstrated through

- Effective stewardship of institutional resources;
- Successful compliance with applicable requirements;
- Operational excellence and organizational effectiveness; and
- Decision-making that consistently reflects integrity, accountability, transparency, and sound governance.

VI. Cross-Divisional Leadership

Victoria College believes institutional excellence is achieved through collaboration rather than organizational silos. As a member of the President's Cabinet, the Vice President of Student Services is expected to think institutionally before divisionally, working collaboratively with executive leaders to advance the College's mission, strategic priorities, and commitment to student success through shared leadership and collective accountability.

Executive Responsibilities

The Vice President of Student Services is expected to

- Collaborate with executive leaders to develop and implement institution-wide strategies that advance the College's mission and strategic priorities;
- Align Student Services initiatives with institutional goals to create a seamless student experience from recruitment through educational attainment, transfer success or career success, and upward economic mobility;
- Lead cross-divisional initiatives that strengthen institutional effectiveness, organizational performance, and operational excellence;
- Support collaborative planning, budgeting, assessment, and resource allocation that advances institutional priorities;

- Foster a culture of shared accountability through open communication, mutual respect, and collaborative problem-solving; and
- Contribute actively to a high-performing executive leadership team committed to continuous improvement and institutional excellence.

Measures of Success

Success is demonstrated through

- Strong collaboration across divisions and departments;
- Alignment of institutional initiatives with strategic priorities;
- Improved organizational effectiveness and operational efficiency;
- Successful implementation of cross-functional initiatives;
- Shared institutional accountability for student success and the achievement of Victoria College's strategic priorities; and
- A culture characterized by trust, collaboration, transparency, and continuous improvement.

VII. Qualifications and Experience

The Vice President of Student Services is expected to be an experienced, collaborative, and visionary executive who demonstrates the leadership, judgment, and strategic perspective necessary to advance Victoria College's mission and long-term institutional success.

Minimum Qualifications

The successful candidate shall possess

- A master's degree from an accredited college or university in higher education, student affairs, educational leadership, public administration, business administration, or a closely related field;
- A minimum of five (5) years of progressively responsible leadership experience in education, including administrative responsibility within student services, enrollment management, or a related area;
- Demonstrated experience coordinating with multiple departments in an educational setting;
- Demonstrated success in strategic planning, organizational leadership, and institutional improvement;
- Demonstrated experience developing and managing budgets and institutional resources; and
- Experience supervising, developing, and evaluating professional staff.

Preferred Qualifications

Preference will be given to candidates who possess

- An earned doctorate from an accredited institution;
- Executive leadership experience at a comprehensive community college;
- Experience within the Texas community college system;
- Experience implementing Strategic Enrollment Management initiatives;
- Experience leading student success, guided pathways, retention, persistence, and completion initiatives;
- Demonstrated experience leading multiple departments in an educational setting;

- Experience overseeing Admissions and Recruitment; Advising, Counseling, and Support Services; Financial Aid; Student Life; Athletics; Testing Center; TRiO Student Support Services (KEY Center); and GEAR UP, or related student services functions;
- Experience building partnerships with school districts, universities, employers, governmental agencies, and community organizations; and
- Experience leading institutional change and organizational transformation.

Executive Leadership Experience

The successful candidate should demonstrate evidence of the ability to

- Lead complex organizations through collaboration, innovation, and continuous improvement;
- Think strategically while effectively managing day-to-day operations;
- Align people, systems, resources, and priorities around institutional goals;
- Build high-performing teams and develop future leaders;
- Lead organizational change through effective communication, transparency, and trust;
- Exercise sound judgment in complex and evolving environments;
- Build consensus among stakeholders;
- Foster a student-centered culture that advances educational attainment, transfer success, career success, and upward economic mobility;
- Balance innovation with responsible stewardship of public resources; and
- Represent an institution with professionalism, integrity, and credibility.

The Vice President of Student Services must possess the ability to inspire confidence, build trust, lead collaboratively, and foster a culture of care in which every employee and student is known, valued, supported, and empowered to succeed. The successful executive will demonstrate an unwavering commitment to Victoria College's mission of *Improving Lives. Strengthening Communities.* by advancing educational attainment, transfer success, career success, and upward economic mobility for the students and communities the College serves.

VIII. Working Conditions

The Vice President of Student Services serves as a full-time executive administrator and maintains an active, visible, and engaged presence throughout Victoria College and the communities it serves. The position requires flexibility, sound judgment, and responsiveness in meeting the responsibilities of executive leadership.

Work Environment

The Vice President performs responsibilities in professional office environments, throughout College facilities, and within the communities served by Victoria College. The position requires frequent interaction with students, employees, members of the Board of Trustees, educational partners, business and industry leaders, elected officials, governmental agencies, community organizations, and the public.

Responsibilities include participation in meetings, institutional events, community functions, conferences, and professional activities that may occur during evenings, weekends, or outside normal business hours.

Schedule and Travel

The position requires

- Regular attendance at college events and community activities outside normal business hours;
- Travel throughout Victoria College's service area;
- Periodic in-state and out-of-state travel for professional conferences, meetings, leadership development, and institutional representation; and
- Availability to respond to urgent or time-sensitive institutional matters.

Physical Requirements

The essential functions of this position require the ability to

- Communicate effectively in person, virtually, and in writing;
- Remain stationary or move throughout college facilities for extended periods;
- Operate standard office equipment and technology;
- Travel independently to various locations;
- Occasionally lift or move materials weighing up to 25 pounds; and
- Perform the essential functions of the position with or without reasonable accommodation.

Employment Expectations

The Vice President is expected to

- Maintain the highest standards of integrity, professionalism, confidentiality, and ethical conduct;
- Exercise sound judgment and discretion in matters affecting students, employees, and the College;
- Demonstrate flexibility and adaptability while managing multiple priorities in a dynamic environment;
- Maintain an active presence on campus and throughout the community;
- Represent Victoria College with distinction in all professional and community engagements; and
- Comply with all applicable federal and state laws, Board policies, College procedures, and accreditation requirements.

Disclaimer

This Executive Position Description is intended to describe the general nature and level of work performed by the individual assigned to this position. It is not intended to be an exhaustive list of all responsibilities, duties, or qualifications. The President reserves the right to assign, modify, or remove responsibilities as institutional priorities evolve. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions of the position.