Northwest Vista College, Alamo Colleges District
SAN ANTONIO, TEXAS
EXECUTIVE SEARCH PROFILE
PRESIDENT
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Northwest Vista College (NVC) seeks confidential applications and nominations for the next President to lead the college into the future following the retirement of current President Ric Baser. The president of the college reports to the Chancellor and serves on the District Senior Leadership Team comprised of college and district leaders to further the mission of the college and the district. This is an excellent opportunity for an experienced leader with a true passion for the mission of community colleges to lead a team of talented faculty, staff, and administrators at the college and join a team of committed high performing colleagues in the Alamo Colleges District. NVC has enjoyed a strong reputation and national accolades in past years and is poised to excel in the future. Alamo Colleges District is engaged in collaborative work within the community and has embraced the shared goal to eliminate poverty in San Antonio.
Northwest Vista College (NVC), is a federally designated Hispanic Serving Institution (HSI) and one of five colleges within the nationally renowned Alamo Colleges District. NVC was established in 1994 and is celebrating its 27th year serving students. In 1994, World Savings donated 111.9 acres and the Alamo Colleges District purchased 25.5 acres for $217,000. A year later, the Alamo Colleges District Board of Trustees approved the establishment of the fourth college and later approved the name, chosen from 258 ideas submitted by community residents. The first phase of construction of the current NVC campus began the following year. The College opened its first building in 1998 when it graduated its first class of 20 students. During the 2008-2009 academic year, the college opened five new buildings.

Today, the college enjoys a spacious green, pedestrian-friendly campus with 14 buildings and two parking garages situated on 137 acres. The College has a “university” feel in the fast-growing northwest region of San Antonio. The college is opening a new STEM building soon and has a new Veteran’s Center, along with an additional campus, among other capital projects in the planning stages. NVC continues to grow and serve students and the community through innovative college practices, such as providing free education to many area high school graduates through AlamoPROMISE, an Alamo Colleges District initiative.

NVC also provides instruction at several off campus instructional sites where students can earn an associate degree or certificate, at 18 high schools where students earn dual credit and at three Alamo Community College District (ACCO) Regional Centers – The Westside Education and Training Center (WETC), the Greater Kerrville Center, and the Eastside Education and Training Center.

Northwest Vista College is committed to great leadership and collegial discussion of issues affecting employees, students, and the community. NVC has a talented leadership team that has built a collaborative culture on campus. Faculty, staff, and students alike enjoy a welcoming environment that creates a sense of belonging, comfort, safety, and joy on campus. All aspects of the college are designed to create a collaborative environment from the beautiful campus to the internal physical spaces that form collaborative environments.

Northwest Vista College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award Associate degrees. NVC’s next reaffirmation is scheduled for 2026.
The Alamo Colleges District Board of Trustees is the governing body of five independently accredited colleges (Palo Alto College, Northeast Lakeview College, Northwest Vista College, St. Philip’s College and San Antonio College).

The presidents of the five colleges report to the Chancellor of the Alamo College District and are responsible for overseeing governance at the colleges. Northwest Vista College operates under a shared governance model of Councils and Committees. The president works collegially with the Faculty Senate, Staff Senate, Adjunct Faculty, and Student Government to support the mission and vision of the college and the district.
VISION
To become responsible members of our world community, we create exemplary models for:
Learning to Be...
Learning to Work...
Learning to Serve...
Learning to Lead...
Together.

MISSION
Northwest Vista College creates opportunities for success by offering quality academic, technical, and life-long learning experiences to its diverse communities in a collaborative, student-centered, data-informed, and shared leadership environment.

VALUES
- Students First
- Respect for All
- Community-engaged
- Collaboration
- Can Do Spirit
- Data-informed

TOUCHPOINTS
Learning, Creativity, Community, Openness, Caring, Integrity, Synergy, Joy and Diversity
NVC Points of Pride

- NVC has embraced the "moonshot" of ending poverty in the greater San Antonio area by expanding partnerships to address economic and social mobility. The goal is to close the gaps among students of color, align workforce development programs to high-wage, high-demand careers and scale Student Advocacy Centers across all the colleges to work for all students.

- NVC was ranked No. 1 community college in San Antonio, No. 2 community college in Texas and No. 34 in the nation (out of 845) on the list of 2022 Best Colleges in America.

- In collaboration with Microsoft, NVC developed a Microsoft Datacenter Academy, the only one in Texas and one of only seven in the U.S. It will be ready for students in spring 2022.

- In 2021, NVC was named to the list of Top 150 U.S. Community Colleges and qualified to compete for the Aspen Prize for Community College Excellence.

- NVC awarded the 2021 “Most Promising Places to Work in Community Colleges” from the National Institute for Staff and Organizational Development (NISOD) and “Diverse: Issues in Higher Education” magazine.

- The Alamo Colleges District is one of two community colleges in the nation to receive the 2020 Leah Meyer Austin Award from Achieving the Dream (ATD). This national recognition is given annually to a college or colleges in the ATD network that show measurable improvement in student outcomes driven by top-to-bottom cultural change in the institution.

- In 2019 NVC became the first college within Alamo Colleges District to establish a local chapter of SALUTE Veterans National Honor Society.

- The peaceCENTER transitioned its leadership and location to Northwest Vista College in January 2022 to advocate for peace and compassion more effectively throughout the community. This move will strengthen NVC’s Peace & Conflict Studies program.
Alamo Colleges District (ACD) is a nationally recognized community college district and the recipient of the 2018 Malcolm Baldrige National Quality Award, the nation’s highest honor for performance excellence. In 2020, ACD won the Leah Meyer Austin Award given by the Achieving the Dream Network, recognizing the District’s holistic approach to reducing equity gaps between student groups.

ACD is one of the largest community college systems in the nation and the fourth largest in Texas. ACD includes Palo Alto College, Northwest Vista College, San Antonio College, St. Philip’s College, and Northeast Lakeview College, along with a number of off-campus locations throughout the San Antonio metropolitan area, serving an eight-county region with a total Fall enrollment of over 68,000 students.

From ACD’s formation as a community college district in 1945 through decades of change and expansion, the District has worked to make higher education accessible and affordable for all. Today, these five colleges fulfill their mission with a vast array of certificates, courses, and 2-year degrees. To add to educational offerings, ACD will soon launch its first Baccalaureate degree in Nursing to meet workforce demands. ACD credits transfer to four-year universities for those pursuing advanced degrees, and workforce development and continuing education programs help individuals build new careers and meet the needs of businesses.

ACD and its local partners are committed to ending poverty, enhancing economic and social mobility, and meeting workforce demands by joining forces to help more students complete college and obtain the necessary skills to hold high-wage and demanding jobs.
San Antonio is one of the fastest growing cities in the nation and the second most populous city in Texas with an estimated 1.5 million people, of which 60% are Hispanic. The city is rich in history and cultural diversity. Founded in 1718 as a Spanish mission and colonial outpost, San Antonio was the first chartered civil settlement in Texas in 1731 and is the state’s oldest municipality. The Greater San Antonio metropolitan area has a population of 2.5 million and hosts a colorful blend of cultures—Tejano, Mexican, Irish, German, Czechoslovakian and many more. Cultural attractions include: the River Walk, the Tower of the Americas, the Alamo Bowl, and the historic Alamo Mission.

As home to one of the largest concentrations of military bases in the United States, San Antonio is known as Military City USA. The city has the largest single installation within the United States Department of Defense, Joint Base San Antonio, which also houses the largest medical center for the DOD.

San Antonio has a strong and vibrant economy, supported by consistent commercial and residential growth. The city boasts spectacular parks and green spaces, festive seasonal events, and magnificent dining, entertainment, and sporting events. Much of the population is of Hispanic descent and many are Spanish-speaking or bilingual, preserving the unique historical atmosphere of this fabulous city.

Census data for 2020 reveal that San Antonio is one of the fastest growing cities in the US and its cost of living make it very affordable. According to PayScale, San Antonio, Texas’s overall cost of living is 14% lower than the national average, housing expenses are 24% lower, utilities are 12% lower and groceries are 17% lower than the national average. In addition, Texas has no individual state income tax.
Academic Programs

In Fall 2020, the College served over 18,500 students, with the majority (89%) enrolled in transfer preparation programs. NVC offers associate degrees and certificate options for transfer and employment readiness in more than 70 program areas and will soon add a baccalaureate program. NVC collaborates with the District Office on non-credit workforce programming and opportunities to grow in this area.

NVC has structured pathways that guide students within one of five institutes: Business and Entrepreneurship, Creative and Communication Arts, Health and Biosciences, Public Services, and Science and Technology. NVC’s institute model emphasizes experiential learning, gaining marketable skills, and clear pathways for success. Each institute consists of faculty, staff, and advisors devoted to helping students fulfill their potential and reach their goals.

Academic Programs such as Software Development, Digital Video and Cinema production, Peace and Conflict studies, Dance, and Water Resource Sciences are some examples of unique programs offered at the college.

Top 10 Degree Programs by Enrollment:

1. Business Administration AA pre-major 1887
2. Biology/Pre-Nursing AS 1360
3. Liberal Arts AA pre-major 721
4. Biology Pre-professional AS 591
5. Psychology AA pre-major 575
6. Criminal Justice AA pre-major 458
7. Biology AS 436
8. Computer Science AS 420
9. Kinesiology AA pre-major 397
10. Engineering AS 366

Additional Program Information
Northwest Vista College serves over 18,500 students from northwest San Antonio and its surrounding communities. The College’s motto is **Dream Big: You Belong at Vista.** NVC is student-centered and prides itself on the services that are offered to students to ensure their educational success. An example of a support program is the Men of Vista Engage initiative (M.O.V.E.), which is a program designed for NVC male students who wish to strengthen leadership and professional development skills.

**Student Life**

The Northwest Vista College Student Government Association helps students develop and maintain an understanding of the democratic process; explores student concerns and provide an official student body voice through which student opinion may be expressed; and fosters an awareness of the student’s role in the academic community. The College also boasts several clubs and honor societies, and arts and cultural activities.

Northwest Vista College also recognizes that many students struggle economically or with mental health issues and may find college overwhelming at times. NVC’s Student Advocacy and Resource Center proactively provides emergency student aid, help with essential needs, and individual and group mental health counseling at no cost to students.

**Athletics**

The Wildcat Sports program is part of the Texas Collegiate Athletic Conference and includes men’s and women’s basketball, soccer, volleyball, and cross country teams. The Athletic department also offers a fitness center, gym and track, and intramurals.
The Position

The President of Northwest Vista College is responsible for supporting the philosophical tenets reflected in the Mission, Vision and Values of the Alamo Colleges District. The President of the College advances the strategic agenda of the College District by providing a strategic philosophical focus for every aspect of the operation of the college.

These philosophical tenets include the: primacy of student success; accountability for institutional performance; belief that all students can learn; acceptance and implementation of a culture of evidence; and the practice of collaborative leadership that integrates the Baldrige principles and defines the AlamoWay.

Northwest Vista College Organizational Structure

Updated February 1, 2022 (RBS/swh)
- NVC, like many other community colleges across the country, has experienced a decline in enrollment over the past several years following a period of fast growth. This decline was further exacerbated by the COVID-19 pandemic. Developing strategies and initiatives to stop and reverse the enrollment decline, while strengthening the financial health of the college will be a priority for the next President.

- NVC would benefit from a stronger identity and greater visibility within the community it serves. The new president will be visible in the community, embrace partnerships and develop NVC’s reputation as the community’s college to expand service to area high schools, surrounding businesses, and the entire population in the region.

- While much of the college’s service area is relatively affluent, there is a significant and growing population that is economically diverse or challenged that may be embraced more fully by the college through partnerships, services, and programs. The new president will have a track record in reaching and supporting underserved students.

- NVC has a strong reputation as primarily a liberal arts and sciences transfer institution. The new president will be visionary and lead in reimagining the mission to be more responsive to workforce needs, including creation of new programs and expanded service to non-traditional students and incumbent workers to strengthen the college’s role as an economic driver in the region.

- NVC proudly led the district on student success outcome metrics until recent years. The new president will use data effectively, value risk-taking and continuous improvement, and work with college faculty and staff to find innovative solutions to move the needle on student success.

- There is a real opportunity to tap into the collaborative and innovative culture at NVC to re-envision the future using lessons learned during the Covid 19 pandemic. This may include new program, course, and service delivery models, enhanced non-credit to credit pathways, alternative certification models among other emerging ideas.

- NVC, Alamo Colleges District, and the community have embraced the shared goal of eliminating poverty in San Antonio and have implemented numerous initiatives to work toward that goal. The next President will be passionate about student success and ensure that students receive available financial supports and the wrap-around services they need to persist and complete their educational goals.

- NVC is proud to be a Hispanic Serving Institution. The next President will welcome the opportunity to lead an HSI while recognizing that the population in the College’s service area varies greatly with respect to demographic characteristics such as age, gender, race, ethnicity, educational attainment, and income levels.

- NVC is deeply committed to diversity, equity, inclusion, and justice. The next President will have a track record in this work and ensure that the college continues to demonstrate this commitment in every way.

- NVC has enjoyed a relaxed, collegial, and inclusive culture modeled from the top. The next President will be expected to quickly become part of the college community and be visible, accessible and approachable on campus.

- NVC’s faculty and staff are dedicated to meeting the needs of students and the communities the college serves. The next President will draw on the expertise of faculty and staff in determining the best path forward to meet the diverse needs of students and the local region.

- The President will be a relationship builder and welcome the opportunity to work collaboratively within a system of shared governance that provides avenues for listening to the voices of faculty and staff throughout the College.

- The President will have the opportunity to work alongside a team of talented leaders at the Alamo Colleges District level to collaborate on shared goals. The next President will advocate for NVC, support district operations, and enthusiastically assume a critical role as a leader within the District.
Essential Presidential Functions

- Serves as the Chief Executive Officer and oversees the daily administration and operation of the college, interpreting policies and procedures to ensure compliance with policy and legal requirements.

- Develops and maintains academic standards and curricula in accord with community needs and accreditation standards.

- Maintains a coordinated program of student support services designed to advance student success and improve completion.

- Ensures effective student recruitment and retention programs, maintaining a friendly and healthy campus environment.

- Uses collaborative leadership to achieve the Board’s vision of becoming the best community college in the nation in student success and performance excellence, the strategic plan of the college and Alamo Colleges District.

- Uses collaborative leadership to develop the strategic plan and its component parts, including performance measures, action plans and tasks, throughout the college and the District as a whole. Implements, monitors and improves equity performance measures to achieve the results called for by the strategic plan.

- Uses collaborative leadership to achieve continuous improvement, innovation, implementation at scale across the district and collaboration across the district in all things to achieve district goals and wildly important goal (WIG).

- Actively monitors student performance gaps by ethnicity, race, gender, socioeconomic, disability and veteran status. Works to improve and close performance gaps.

- Works collaboratively and collegially within the College and across the District promoting positive relationships, aligned strategies, and team building to benefit the entire eight county service area.

- Assists in the development and implementation of the performance budget model and executes the annual budget following approval by the Chancellor and the Board of Trustees.

- Presents and recommends to the Chancellor actions relating to personnel changes, evaluation and professional development of faculty and staff, and long-range plans.

- Supervises the process of annual performance reviews for all personnel.

- Actively advances the diversity of the workforce at the Alamo Colleges District.

- Develops college operating procedures which are consistent with Board policy and District administrative procedure, memoranda and recommends changes in District policy as appropriate.

- Serves as the official contact person with private, local, state, and national agencies and be the principal spokesperson for the college in public activities.

- Responsible for meeting the accreditation and reporting requirements of the college.

- Promotes good working relationships and maintains personal and organizational involvement with the business, local governmental, and the secondary and post-secondary education communities.

- Advances post-secondary access in partnership with area school districts, community based organizations, and business/industry groups.

- Develops and leads fund raising initiative of the college and maintains liaison with the Alamo Colleges District Development Office on the college-specific fund-raising activities of the Foundation.
Qualifications

- Demonstrated knowledge of college administration.
- Demonstrated knowledge of best practices for leadership and administration of academic personnel. Experience working with the college community to engage faculty and staff in a focus on increasing student success.
- Demonstrated knowledge of technology and its use and best application in community colleges.
- Thorough knowledge of federal and state legislation pertaining to the operation of institutions of higher education, including fair employment practices.
- Thorough knowledge of principles and practices of budgeting in an academic (college/university) environment.
- Ability to establish and maintain effective, collaborative, working relationships with administrators, faculty, students, and the public.
- Ability to communicate effectively both orally and in writing.
- Ability to organize and direct major work operations and work under pressure of deadlines.
- Experience working collaboratively in an urban, complex organization.

Education

A master’s degree from an accredited institution in higher education, management, a related field, or an academic discipline is required. A doctorate degree in higher education, management or commensurate experience, a related field or an academic discipline is preferred.

Required Licenses and Certifications

Must possess and maintain a valid Texas driver license. Must be insurable through the organization’s insurers.

Experience

- A successful record of five years of increasingly responsible senior level administrative experience is required.
- Administrative experience in higher education is preferred but comparable senior level experience may be considered.
- Three years of full-time college teaching experience is preferred and experience in a diverse, urban community college setting is desirable.

Compensation & Benefits

The salary for this position is $235,653.54. The Alamo Colleges District offers an outstanding benefits package.
### Key Indicators

**NVC Budget FY22:**

- **Operating Funds:** $38,016,074
- **Auxiliary Funds:** $36,087,310
- **Capital Funds:** $752,539
- **Total:** $1,176,225

**ACD Overall Revenue Mix:**

- Tuition/Fees: 24.1%
- Ad Valorem Taxes: 48.5%
- State: 22%
- Other (other formula, investment income, non-formula, CE): 5.5%

**NVC Scholarship Endowment/Foundation (as of 1/2022):** $752,599.51

**NVC Active Grants (3/2022):** $66,681,500

- **Discretionary**
  - Federal: $13,944,944
  - State: $100,000
  - Foundation: $560,980

- **Formula**
  - HEERF Institutional: $28,603,561
  - HEERF MSI: $2,763,470
  - HEERF Student Aid: $20,708,545

**Current Tuition**

- In-District resident: $99/credit hour
- Out-of-District: $215/credit hour
- Non-Resident: $466/credit hour

**Student Enrollment (Fall 2020) FTE:** 9,839

- Total Headcount: 18,542
- Developmental Programs: 14.9%
- Transfer Programs: 89%
- Career & Technical Programs: 11%
- Non-Credit Enrollment: 4,815

**Student Diversity Statistics:**

- Asian: 3%
- Black/African American: 6%
- Hispanic: 64%
- Native American: 0%
- Non-Resident/Alien: 0%
- Pacific Islander: 0%
- Two or more: 4%
- Unknown: 2%
- White: 20%
## Key Indicators

### High School ISD Penetration Rate:

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<th>ISD (Top Five Enrolled)</th>
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<td>Northside ISD</td>
<td>17.9</td>
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<tr>
<td>Bandera ISD</td>
<td>10.1</td>
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<tr>
<td>Harmony Science Academy (San Antonio)</td>
<td>9.8</td>
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<tr>
<td>Southwest ISD</td>
<td>6.6</td>
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<tr>
<td>Lackland ISD</td>
<td>6.1</td>
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% of HS students choose: NVC 6.4% ACD 23.6%

### First Year Retention Rate (NVC):

62% first-time, full-time; 44% first-time, part-time

### Faculty

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<th>Part-Time:</th>
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<td>187</td>
<td>390</td>
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### Faculty Starting Salary:

$43,735 - $55,296 depending on educational credential/qualification

### Student/Faculty Ratio:

31:1

### Staffing

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<td>Executive Staff:</td>
<td>9</td>
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<td>Full-time Staff:</td>
<td>171</td>
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<td>Part-time staff:</td>
<td>117</td>
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**Maintenance and Police:**

Alamo Community College District Support Operations employs facilities personnel and the Alamo Community College District Police Department, both stationed at NVC

### NVC Total Number of Degrees Awarded in 2021:

3,239

### % NVC Students Transferring to 4-year Institutions Annually:

33.7%

### Library Collection:

| Print books / Digital Resources: | 28,500 / 603,640 |

### Board of Trustees—Alamo Colleges District

The Alamo Community College District Board of Trustees has 9 elected members and one student trustee

### Texas Collegiate Athletic Conference

Men’s Programs: Basketball • Soccer
Women’s Programs: Basketball • Volleyball • Soccer
Cross Country (Co-ed)
Application Procedures

Completed applications are due by **May 11, 2022**. To ensure full consideration, you will be required to submit 1) a current resume or CV, 2) a cover letter addressing the position, and 3) the contact information for three professional references. Submit your application securely online [here](#).

For further information, please contact:

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  www.rhperry.com

RH Perry Policy

RH Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without their consent.

Alamo Colleges District Policy

Alamo Colleges is committed to provide equal employment and educational opportunities for all qualified persons without regard to race, color, sex, pregnancy, religion, creed, national origin (including ancestry), citizenship status, physical or mental disability, age, marital status, sexual orientation, gender, transgender status, gender identity, gender expression, veteran or military status (including special disabled veteran, Vietnam-era veteran, or recently separated veteran), predisposing genetic characteristics, domestic violence victim status, any other protected category under applicable local, state or federal law, or persons who have opposed discrimination or participated in any complaint process on campus or before a government agency.

alamo.edu/nvc