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# **SEARCH PROFILE: VICE PRESIDENT OF STUDENT AFFAIRS**



**SOUTH MOUNTAIN  
COMMUNITY COLLEGE**

A MARICOPA COMMUNITY COLLEGE

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## THE SEARCH FOR A VICE PRESIDENT OF STUDENT AFFAIRS

President Richard Daniel, Ph.D., invites inquiries, nominations, and applications for the next Vice President of Student Affairs (VPSA) for South Mountain Community College (SMCC). The college is seeking an individual that wants to build and sustain an inclusive and equitable working and learning environment for all students, staff, and faculty. The VPSA works collaboratively with faculty, staff, the President, and his executive team, as well as with system level leadership. The VPSA is dedicated to empowering, enriching, and transforming the lives of students and strengthening the local community through education.

### **LEADERSHIP AGENDA**

The Vice President of Student Affairs serves as SMCC's Chief Student Affairs Officer. Reporting to the President, the Vice President will work in a progressive, forward-thinking, student-centric, innovative, strategic, collaborative environment.

The VPSA provides dynamic advocacy, leadership, and administrative oversight for the Student Affairs Division and for student support services, as well as for student life and leadership programming with a fiscally conscientious and ethical approach. The VPSA will provide leadership and administrative direction related to strategic and operational planning for the Student Affairs Division integrating and aligning with the mission and goals of SMCC and of the Maricopa Community College District. The VPSA will foster innovation, energy, and explore positive change as the college exits the challenges of the pandemic leading toward enrollment growth, retention, and student success. The VPSA will work collaboratively with faculty, staff, students, and the community to foster transparency, trust, and a balanced approach in efforts to increase student enrollment while also improving retention and completion on the main campus, as well as at the Guadalupe Center.

# ABOUT THE MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT

The Maricopa County Community College District (MCCCD) is one of the nation's largest and most innovative community college systems. Collectively known as Maricopa Community Colleges, the District's ten individually accredited colleges and more than 30 satellite locations serve approximately 100,000 students and employ more than 10,000 faculty and staff.

Since its founding in 1962, the Maricopa Community Colleges system has continued to be an essential gateway for affordable higher education in the Greater Phoenix Metro Area, particularly for disadvantaged, diverse, and first-generation students. MCCCD offers more than 600 associate degree and certificate programs and has opened the enrollment process for a select number of baccalaureate degrees – including one at SMCC – which are set to begin in the Fall 2023 semester. Its transfer agreements with more than 40 university partners, including Arizona's public state universities, simplify the process for students wishing to continue their education at a four-year institution, making it an economical and popular option.

Local and state business leaders and Fortune 500 companies partner with Maricopa Community

Colleges as a driving force for economic development and prosperity in Arizona. The leader in Arizona career training, Maricopa Community Colleges continues to develop new programs to reflect the opportunities for students. For example, it recently added in-demand career programs like artificial intelligence, cybersecurity, cannabis business training, and unmanned aircraft systems.

With an operating budget exceeding \$1 billion, the District continues to have an enormous impact. Moreover, after graduation, most of its alumni remain in the county and, collectively with the district, infuse \$7.2 billion into the local economy. Employees enjoy a generous benefits package that includes paid vacation, sick and personal leave, a full menu of insurance coverage, membership in the Arizona State Retirement System, tuition reimbursement for employee and family members, and a holiday schedule that mirrors the Federal holiday schedule. The workplace experience also includes a Monday through Thursday "4 10's" work schedule in the summer, competitive salaries, professional development opportunities, a commitment to diversity and inclusion, and organized professional employee groups that advocate for its members.





## ABOUT THE MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT (CONT.)

Maricopa County is Arizona's most populous and fastest-growing county and is the Fifth largest metropolitan area in the country. The largest of Arizona's fifteen counties, it is also the fourth largest one in the nation and is bigger than four states. Of its 9,224 square miles, 53 percent is federal land, 29 percent private, 13 percent state, and nearly five percent tribal land. Maricopa is named in honor of the Maricopa, or Piipaash, Native American tribe. Nearly five million people, or approximately two-thirds of Arizona's entire population, call Maricopa County home. Phoenix is the seat of Maricopa County, the state capital, and the largest city in the state.

In addition to Phoenix, other large cities in the metropolitan area include Chandler, Mesa, Tempe, Glendale, and Scottsdale, among others

collectively known as The Valley of the Sun. The cities offer a cornucopia of culture, food, and diversity overflowing with world-class art museums, universities and colleges, thousands of restaurants, open-air concerts, spas, resorts, golf courses, and professional sports.

As a gateway to other parts of Arizona and the Southwest, trips to signature places like the Grand Canyon, Sedona, Hoover Dam, the Saguaro National Park, or the OK Corral are part and parcel of experiencing the breathtaking splendor of Arizona. SMCC's namesake itself stems from the South Mountain Park and Preserve bordering South Phoenix, one of many beautiful landscapes available to those living and working within Maricopa County.

# MISSION VISION VALUES

## OUR VISION

South Mountain Community College educates minds, transforms lives, touches hearts, and builds community.

## OUR MISSION

South Mountain Community College provides quality higher education for our diverse community. We create a caring teaching and learning environment that fosters student development and supports productive citizenship in an increasingly global and technological society.

- Our purpose is to meet these needs by offering:
- General education courses
- Transfer programs
- Occupational education and career development
- Continuing education
- Developmental studies and English as a second language
- Cultural, civic, and social events
- Academic support and student services



## OUR VALUES

We are inspired and guided by our core values:

**COLLABORATION:** We are inclusive in our relationships with colleagues, departments and community, and respectful of their ideas.

**COMMUNITY:** We serve our community by recognizing our inter-dependence, celebrating our history, honoring our diverse cultures, and building our future.

**EXCELLENCE:** We model exemplary teaching, learning, service and leadership through continuous improvement, creativity and innovation.

**INTEGRITY:** We are accountable to the communities we serve and are truthful, sincere, transparent and responsible for our actions.

**WELLBEING:** We are a college community that encourages and develops social, physical, career, community and financial wellbeing.



## STRATEGIC PLAN

In Spring and Fall 2020, South Mountain Community College initiated a new strategic planning process. This process utilized Appreciative Inquiry as the foundation and framework for developing and reviewing key areas of the college. Appreciative Inquiry is the cooperative search for the best in people, their organizations, and the world around them. It involves the art and practice of asking questions that strengthen a system's capacity to maximize positive potential. The four phases of Appreciative Inquiry are: DISCOVERY/DREAM/DESIGN/DESTINY

Information from these sessions was summarized and grouped into thematic categories. The thematic categories were used to draft institutional priorities, which were reviewed and revised by various stakeholders throughout the organization. The college-wide participant feedback resulted in enhanced strategic directions and finalized institutional priorities.

In Spring 2021, South Mountain Community College (SMCC) revised the existing strategic plan. The current strategic plan is based on a five-year cycle. It clearly identifies the future direction of the organization and drives long-range and operational planning. This plan aligns with the Maricopa County Community College District Strategic Plan making it a comprehensive framework for future college success.

### KEY ASPECTS OF THE STRATEGIC PLAN

#### TEACHING AND LEARNING

Employees will enhance and sustain a campus community conducive to quality teaching and learning.

#### STUDENT SUCCESS AND COMPLETION

Students will identify personal strengths, connect to their college community, and achieve personal goals.

#### COMMUNITY PARTNERSHIPS AND WORKFORCE DEVELOPMENT

Partnerships will be developed and enhanced to foster relationships with the community and to create workforce development and career opportunities.

#### EMPLOYEE AND ORGANIZATIONAL EXCELLENCE

Employees will engage in a culture of organizational excellence through comprehensive orientation, training and continuous learning.

#### ORGANIZATIONAL EFFECTIVENESS

Employees will use systems, processes, data, and continuous improvement to maximize organizational effectiveness.

## ACCREDITATION

SMCC is accredited by the Higher Learning Commission and was fully reaffirmed for accreditation for the maximum allowable period of ten years in 2020. This achievement marks the fourth consecutive time that SMCC has been

reaffirmed for the maximum allowable ten-year period, following cycles in 2009-10, 1999-2000, and 1989-90. The next review cycle will take place during the 2029-30 academic year.



# OPPORTUNITIES AND CHALLENGES

The VPSA will join dedicated and committed student affairs staff members to continue to build a strong and supportive environment that leads students to succeed as they meet their educational goals. The VPSA will embrace the following opportunities and assist in resolving challenges:

- Broaden the base of partnerships and commitment to resources for the main campus and off-site locations that contribute to student success opportunities in persistence, enrollment, and retention.
- Collaborate with Academic Affairs to facilitate the implementation of early alert, strategic course scheduling, and other retention efforts in support of student success especially for students at-risk of withdrawing from classes.
- Garner the support of faculty and staff to bring about positive change in student affairs.
- Assume the role of being a change agent within student affairs to realistically enhance the delivery of services to students, improve working relationships among faculty and staff, and oversee infrastructure upgrades.
- Thrive at SMCC, Maricopa's smallest college, by highlighting its size and recognizing its unique nature where staff have multiple roles and operating nuances lead to successful service delivery.
- Use data effectively and ensure that data is accurate and correctly represents SMCC.
- Stress accountability, transparency, and breaking down service delivery silos.
- Explore restructuring the Student Affairs Division to improve student affairs programs and services, which includes adding needed programs such as career services.
- Proactively address staffing vacancies to creatively expedite hiring of necessary staff and new talent, as well as considering possible reorganization strategies.
- Leverage unique internal and external partnerships that benefit student retention and enrollment.
- Adopt strategies to improve retention and completion.
- Be a champion for professional growth opportunities within Student Affairs.
- Effectively manage the Student Affairs budget and devise creative strategies to maximize its potential, as well as pursue additional funding opportunities.
- Create sustainable processes that reinforce a culture of students and community first.
- Develop high priority action plans that connect educational partners (school districts and charter schools) with SMCC.
- Lead, navigate, work effectively and collaboratively at the college and the district level utilizing the shared governance model that integrates and executes strategic enrollment plan priorities.
- Provides collaborative leadership with members of the campus community, collaborates with Vice Presidents from other Maricopa Community Colleges, the District Office Provost, and Vice Chancellors to provide administrative support and the development of operational processes and procedures that will affect system-level strategic transformation, such as Guided Pathways





## THE VICE PRESIDENT OF STUDENT AFFAIRS

### Ideal Characteristics, Values, and Attributes

**SMCC is searching for a Vice President of Student Affairs who will bring many characteristics, values, and attributes including:**

- A motivator who can excite, inspire, and bring the student affairs team together around a student-centered vision that supports students and helps them succeed.
- A collaborator with strong listening skills that shows compassion, honesty, ethics, trust, and openness while advocating for students.
- Maintains a presence on campus to regularly engage with students and staff, to actively listen, and become familiar with their needs.
- A strong leader who is a decisive change agent, can overcome adversity, and is willing to take risks - especially when leading toward change.
- Supports the President's efforts to grow SMCC and more fully connect with the South Phoenix community.
- Understand and implement strategies to address the diverse first year experience needs of our students.
- Interacts with faculty and staff to develop innovative solutions that improve student persistence, retention, and completion.
- Connects to the South Phoenix community and is committed to developing transfer pathways, as well as pipelines for workforce development programs.
- Demonstrated experience with Title IX requirements and Section 504 compliance matters.

- Focuses on student development and student life activities including Veterans programming, student leadership development, and supports the creation of student internships.
- A leader that is invested in developing a cohesive Student Affairs culture of collaboration and engagement.

### VPSA Priorities

**Initial priorities that SMCC has identified for the new VPSA include:**

- Study the Student Affairs division's organizational infrastructure and build flexible processes to help departments improve collaboration that guides SMCC's diverse students throughout matriculation, enrollment, and graduation.
- Assess Student Affairs staffing and build a cohesive leadership team that contributes effectively to student success for in-person, as well as virtual learning experiences.
- Strengthen the relationships with high schools, charter schools, dual enrollment, early college, tribal members, and other educational partners.
- Collaborate and partner with the divisions of Academic Affairs, Administrative Services, and with the College President to develop a synergistic and successful executive team.
- Pursue external resources that support the Student Affairs division in its efforts to better serve students.
- Prioritize the increase of enrollment and retention with sustained education and career outcomes utilizing data to drive initiatives.

# THE VICE PRESIDENT OF STUDENT AFFAIRS (CONT.)

## MINIMUM QUALIFICATIONS:

**Minimum Qualifications for Student Affairs or non-academic pathway:** Master's Degree from a regionally accredited institution in education or field related to student affairs and four years of progressively responsible management and/or leadership experience in the field of assignment that includes two years of supervisory experience. Examples of student affairs academic support management/leadership experience includes: program management, project management, budget development and management related to programs or projects, staff supervision, policy development, administration, evaluation and compliance. Equivalency allowed for Non-Academic areas.

-OR-

**Minimum Qualifications for Academic pathway:** Master's Degree in a teaching field related to area(s) of assignment and four years of experience in an academic leadership and/or supervisory role in higher education and three years of teaching that includes curriculum/coursework development. Examples of academic leadership/supervisory experience includes: division/department chair, project management, policy development, administration, evaluation and compliance, committee leadership, program director, and shared governance.

## DESIRED QUALIFICATIONS

- Earned Doctorate degree from a regionally accredited post-secondary institution.
- Six (6) or more years of progressively responsible experience in Student Affairs that includes executive or higher level positions at a higher education institution.
- Experience consistent with the duties and responsibilities of the position at an institution with similar diverse student populations.
- Experience and knowledge leading student enrollment management, student life and leadership, and/or student development programming.
- Experience in designing and implementing structured academic or degree pathways that support student success and timely degree completion.
- Demonstrates commitment to diversity, equity, inclusion, and appreciation of diverse student and employee populations.
- Demonstrates knowledge of trends, challenges, and compliance issues facing today's community colleges.
- Teaching experience at a comprehensive higher education institution.



# APPLICATION AND NOMINATING PROCEDURE

## HOW TO APPLY:

This is a confidential search process. To ensure full consideration, application materials should be received no later than **July 12, 2023**. The position will remain open until filled.

To apply go to <https://acctsearches.org/current-searches/> and upload your documents.

Candidates will need to have the following information or materials available to complete the application:

1. A letter of application (not to exceed 5 pages) that succinctly addresses the opportunities and challenges identified in the Position Profile and demonstrates how the candidate's experience and professional qualifications prepare them to serve as the Vice President of Student Affairs of South Mountain Community College.
2. A current resume including an email address and cellular telephone number.
3. A list of eight references: example, two to three supervisors, two to three direct reports, and two to three faculty and/or staff members from current and former institutions.

For additional information, nominations or confidential inquiries please contact:

- Cecilia Cervantes, Ph.D., ACCT Search Consultant, [ceciliayl@outlook.com](mailto:ceciliayl@outlook.com), or **(651) 795-1992** (mobile)
- Julie Golder, J.D., Vice President of Search Services, ACCT, [jgolder@acct.org](mailto:jgolder@acct.org), **(202) 384-5816** (mobile)

## EEO/AA STATEMENT

Maricopa County Community College District (MCCCD) will not discriminate, nor tolerate discrimination in employment or education, against any applicant, employee, or student because of race, color, religion, sex, sexual orientation, gender identity, national origin, citizenship status (including document abuse), age, disability, veteran status, or genetic information.

Title IX of the Education Amendments of 1972 states: "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance." The policy of the MCCCD is to provide an educational, employment, and business environment free of gender discrimination. As outlined in policy, incidents of misconduct should be reported to the college Title IX Coordinator; contact information is available at this link [Title IX Coordinators](#).



The Clery Act is a federal law requiring United States Colleges and Universities to disclose information about crime on and around their campuses. Crime reporting data for each of the Maricopa Community Colleges, as required under the Clery Act, is available at this link [Clery Act](#).



**SOUTH MOUNTAIN  
COMMUNITY COLLEGE**

A MARICOPA COMMUNITY COLLEGE

**SMCC MAIN CAMPUS**

7050 S. 24 Street  
Phoenix, AZ 85042

**GUADALUPE CENTER**

9233 S. Avenida del Yaqui (Priest Dr.)  
Guadalupe, AZ 85283

**602-243-8000 | [southmountaincc.edu](http://southmountaincc.edu)**



**MARICOPA  
COMMUNITY COLLEGES**

The Maricopa County Community College District (MCCCD) is an EEO/AA institution and an equal opportunity employer of protected veterans and individuals with disabilities. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, age, or national origin. A lack of English language skills will not be a barrier to admission and participation in the career and technical education programs of the District.

The Maricopa County Community College District does not discriminate on the basis of race, color, national origin, sex, disability or age in its programs or activities. For Title IX/504 concerns, call the following number to reach the appointed coordinator: (480) 731-8499. For additional information, as well as a listing of all coordinators within the Maricopa College system, visit <http://www.maricopa.edu/non-discrimination>.