



An Invitation to Apply for

President
Virginia Union University
Richmond, Virginia

THE SEARCH

The Board of Trustees of Virginia Union University (VUU) is seeking the University's 13th President to continue its historic mission and lead a premier liberal arts institution, as it prepares students for the opportunities and responsibilities of tomorrow. This is an exceptional opportunity for an accomplished and dynamic leader to embrace the institution's profound commitment to academic excellence and community-building. The ideal candidate will have a successful background as a creative innovator, a fundraiser, and a scholar with proven business acumen.

Founded in the wake of the Civil War to educate newly freed slaves, VUU is a Baptist affiliated private institution. From its humble beginnings in an abandoned slave jail, Virginia Union has been a bridge to intellectual freedom for thousands of alumni who have made, and continue to make, significant contributions to society. Three of the last four mayors of the City of Richmond are VUU graduates.

Located on an 84 acre campus of rolling hills in the heart of Virginia's capital city, Virginia Union University is home to a world renowned graduate school of theology. In addition, it offers a broad range of educational opportunities in the liberal arts, teaching, research, science, technology, continuing education, civic engagement, and study abroad. VUU's commitment to student success has included an emphasis on student engagement and retention, and close interaction between faculty and students, all of which produce a synergy among scholarship, teaching, and learning. Its 1,955 undergraduate and graduate students represent more than 20 different countries.

Reporting directly to the Board of Trustees, the President is the Chief Executive Officer of the University and is expected to build on a strong foundation and carry forward the student-centered mission of the University.

The next President will succeed Dr. Claude G. Perkins, whose eight year tenure saw the University undergo a major transformation, regaining a strong and positive trajectory. Dr. Perkins oversaw more than \$30 million in infrastructure improvements, including the construction of the first new residential facility in four decades. In addition, he increased student enrollment, scholarships, and retention while increasing the University's assets and endowment which contributed to its current stabilized financial position.

Key priorities for the incoming President are embracing a forward-thinking vision and strategic plan; attracting philanthropic support to ensure financial vitality; creating innovative community partnerships; and expanding the burgeoning fields of science, technology, engineering and mathematics (STEM) education. The successful candidate will bring a comprehensive knowledge of the landscape of higher education and a commitment to the mission of VUU, the values of Historically Black Colleges and Universities (HBCU) and an understanding of the School's unique position within the community of Richmond, Virginia.

The Presidential Search Committee, which includes members of the Board of Trustees, alumni and representatives from the faculty and student population, has engaged Isaacson, Miller to aid in this important search. Applications, nominations and inquiries should be directed in confidence to the firm as indicated at the end of this document.

VIRGINIA UNION UNIVERSITY

Established in 1865, Virginia Union University gave newly emancipated slaves an opportunity for education, for establishing a community, and for gaining economic, political and social advancement. The University is the result of a merger among four historic institutions: Richmond Theological Seminary, Wayland Seminary, Hartshorn Memorial, and Storer College. Richmond Theological Seminary held its first classes at Lumpkin's Jail, a former holding cell for runaway slaves. The Wayland Seminary was founded in 1865 by the American Baptist Home Mission Society in Washington, DC. Two years later Storer College was founded in West Virginia, and Hartshorn Memorial College opened its doors in 1883 as the first college for African American women in the country. After operating independently for three decades, these notable seminaries joined forces to form Virginia Union University in 1899. Hartshorn Memorial and Storer Colleges would eventually join this Union in 1932 and 1964, respectively.

Virginia Union University provides a nurturing, intellectually challenging, and spiritually enriching environment where students can learn and mature. It offers 27 undergraduate majors, two graduate degrees across four academic schools and comprehensive online courses spanning a myriad of disciplines. Its 1,955 undergraduate and graduate students represent more than 20 different countries. They are served by 122 full-time faculty members, administrators and staff. The University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools, the Association of Theological Schools in the United States and Canada, the Association of Collegiate Business Schools, the Council on Social Work Education, and the National Council for Accreditation of Teacher Education.

MISSION

VUU is nourished by its African American and Christian heritage and energized by a commitment to excellence and diversity. Its mission is to: 1) Provide a nurturing, intellectually challenging and spiritually enriching environment for learning; 2) Empower students to develop strong moral values for success; and 3) Develop scholars, leaders, and lifelong learners of a global society.

Academics

The Sydney Lewis School of Business (SLSB) is one of the premier Business Schools in the region. SLSB consistently graduates successful individuals who become business owners, certified public accountants, financiers, and presidents of major corporations. The School takes pride in preparing students for the world of business by offering a world-class curriculum with faculty who have academic and practical business experience. SLSB has been accredited by the Association Council for Business Schools and Programs (ACBSP) for several decades. In the SLSB, the majors start with a course in professional and ethical development as the beginning of a strong core of business courses. Students can major in Accounting, Entrepreneurship, Finance, Management, and Marketing. SLSB collaborates with the Computer Information Sciences area to provide business classes for their Cybersecurity majors as well as supporting the Secondary Education Program in Business. The school developed programming in consultation with leading business professionals and educators advised by a strong Business Advisory Board on the latest trends in business and the needs of employers. All incoming students are required to complete an internship when they reach junior level status so that they can apply theory to practice and prepare for careers in a wide range of industries and professions.

The Evelyn Syphax School of Education, Psychology and Interdisciplinary Studies houses three departments: Teacher Education, Psychology, and Social Work. It helps to mold and develop teachers, mental health practitioners, and social workers, dedicated to improving humanity, and prepared to handle the challenges that practitioners will face in the coming decades. Students are offered a curriculum that helps them understand what it means to be professionals who possess the knowledge, skills, and dispositions needed to meet the demands of a dynamic global economy. It offers small class sizes, which assist professors in mentoring and advising the student population while building lifelong relationships along the way. The School provides students with bachelor's degree programs in education, psychology, and social work that prepare students for further graduate study. In addition, a Master of Arts (M.A.) in Curriculum and Instruction is offered with three tracks: elementary education, special education, and urban education. A Weekend College program allows students with a bachelor's degree to obtain teacher certification in elementary education, special education, and secondary education. The accelerated degree program, which offers a bachelor's degree in elementary education, is designed for students who already have 45 or more college credits and want to enter the field of education. This School also houses VUU's Center for the Study of the Urban Child, which serves as an informational clearinghouse for professionals who are actively involved in the work of improving the lives of urban youth via activism, education, and intervention.

The School of Humanities and Social Sciences is the largest academic unit at the University. It consists of seven academic departments: Social Work, Religious Studies, Mass Communications, Languages and Literature, History and Political Science, Fine Arts and Criminal Justice. Graduates from the School may receive the Bachelor of Arts Degree in any of these academic departments, while offering minors in many related areas. The Social Work program is accredited by the Council on Social Work Education and students graduating from this program receive a Bachelor's degree in Social Work (BSW). The School of Humanities and Social Sciences collaborates with the Evelyn Reid Syphax School of Education, Psychology, and Interdisciplinary Studies to offer additional academic preparation for students desirous of teaching English and History/Social Studies in secondary schools.

The School of Mathematics, Science, and Technology (SMST) is committed to providing students with the background needed to pursue rewarding professional careers and/or graduate studies across a variety of professions. SMST has three departments: Natural Sciences, Mathematics, and Computer Information Systems/Computer Science. These programs aim to improve STEM education in the context of our changing world and ultimately, to enhance the quality of students' learning. The Natural Sciences department helps to develop students for areas such as medicine, research, and academia. Research is directed toward biological, chemical, and pre-medical sciences and interdisciplinary teaching and research. In 2016, a new major in cyber security was developed and a dual degree (3+2) program for physics and engineering was introduced. These majors are part of an effort to institutionalize the University's slogan which describes academic programs that are "Ahead of the Curve." Within the Natural Science department, there are now three new modernized laboratories for biology, chemistry and physics with approximately \$2.5 million in technology and enhancements. This new renovation creates the upgraded facility space needed for students to continue to explore, research, engage, and learn at the highest level. Students can also intern at either the Meharry Medical School Summer Enrichment Program or the Boston University Early Medical School Selection Program. The Virginia-Nebraska Alliance Summer MCAT Preparatory Program is a partnership that provides enhanced preparation to improve student outcomes on standardized assessments for medical school. The Mathematics department provides a wide array of courses, where students can also minor in Computer Science or Secondary Education. The Department also provides service courses for students not majoring in mathematics, computer information systems/computer science, or natural sciences. The Computer Information Systems and Computer Science department tries to create an active and experiential learning environment to prepare students to plan, design, and implement technology of today. These students receive a hands-on approach to real world applications. The Computer Information Systems and Computer Science department is a member of the Microsoft IT Academy consortium. Through this consortium, Microsoft certifications can help validate student technology knowledge and skills that employers seek while offering valuable experience with the latest Microsoft software and E-Learning courses.

The University's largest graduate program, *the Samuel DeWitt Proctor School of Theology (STVU)*, is a historically African American institution, that, in partnerships with the church and community, endeavors to equip students for service within diverse social contexts through a curriculum that emphasizes academic excellence, spiritual (trans) formation and faithful service in the church and world. More than 380 students represent several states. They come from a

variety of personal and professional backgrounds, and arrive with individual ideas, but a common quest—to answer their call to Christian ministry. STVU is a center of convergence where head and heart; preparation and praise; church and academy; pulpit and pew; scholarship and spirituality; reflection and action all come together. In this place of intersection, minds are stretched, excellence is pursued, gifts are cultivated and people are transformed. STVU is an environment that creates family and affirms the intrinsic worth of all. Students are educated in a manner that fosters a commitment to life-long learning, genuine service, and holistic liberation. The School strives to send forth capable and empowered persons who have been inspired by both the acquisition of academic knowledge and skills and a renewed sense of self and spirit. While celebrating VUU's heritage and culture, students seek to serve the world, while honoring traditions, encouraging creativity and unfettered imagination. At STVU, students worship authentically, study diligently, practice faithfully and dream deeply. As a center of excellence, the School embraces the mission and purpose and the entire community assesses regularly the quality and character of the educational ministry. All programs have established learning outcomes that are reviewed through varied assessment instruments which measure and shape the delivery and quality of the learning experience at STVU. In the past five years, student retention rate has ranged from 94.5% - 99.5% with a current rate of 95.81%. Within a three-year period 91.1% of enrollees earn the Masters in Divinity degree. Students express a high level of satisfaction with instruction, services, spiritual formation, and the community life. Three areas of significant development among students are: interpretation and application of scripture, critical/public theological thinking, and conduct of worship/ liturgical practice. As students graduate, 83.5% of them have employment in some expression of ministry.

Students

The University's 1,955 students are comprised of 1,650 undergraduates and 305 graduate students, mostly of African-American heritage with a small percentage of Asian students. 89% of students receive federal loans to attend the university and 74% of the students are Pell grant recipients. A large percentage of students are from the state of Virginia and a smaller number come from surrounding states. The student population is 58% female and 42% male. The retention rate, which has been steadily increasing, is currently at 60%. VUU students represent the point where passion meets the academy; where scholarship joins spirituality and reflection complements action. At these intersections, students are transformed as they challenge their minds, pursue excellence and share the gifts cultivated on campus.

A large percentage of students reside on campus and enjoy a range of social and civic activities, including intercollegiate and intra-mural athletics, various clubs and membership in Greek social societies.

Greek societies have been embedded within the fiber of campus life at VUU from the earliest years of the 20th century. The oldest African-American Greek organization, the Alpha Phi Alpha fraternity was partially founded by a Virginia Union graduate, Eugene Kinckle Jones in 1906. The following year, he initiated the fraternity's Gamma Chapter on the campus of his Alma Mater. Similarly, other such organizations have followed suit and established themselves as significant elements of student life at VUU. The Zeta Chapter of the Omega Psi Phi fraternity

was initiated at VUU in 1919; the Lambda Chapter of Phi Beta Sigma fraternity in 1921; and the first sorority chapter on campus was the Nu Chapter of Zeta Phi Beta in 1926. The Alpha Kappa Alpha sorority – nationally the oldest of the Black Women’s Greek societies – made its appearance at the University in 1928 when the Alpha Eta Chapter was inaugurated. The Alpha Gamma Chapter of Kappa Alpha Psi fraternity was chartered in 1927; the Tau Chapter of Sigma Gamma Rho sorority in 1930; and the Beta Epsilon Chapter of Delta Sigma Theta sorority in 1937.

Virginia Union also maintains a rich history of stellar athletic programs that support their accomplished student-athletes. The University is one of the few universities in the country with a record of winning four national championships in basketball. The Women’s basketball team reached the NCAA championship game this year. Overall, VUU competes across 15 sports as a member of the NCAA Division II and the Central Intercollegiate Athletic Association (CIAA). The University has won 10 conference championships in the last three years alone. Annually, VUU has All-Conference or All-Regions student-athletes in all sports, and 45% of them have maintained a GPA of 3.0 or higher, for the 2016-17 school year.

VUU also seeks to become a national leader in providing support to college aged African-American males in their pursuit of collegiate and professional success. The Virginia Union University College for African-American Men (VCAAM) is an innovative program specifically designed to support the retention, academic performance, and successful persistence of selected freshmen from the University’s African-American male student population. Through a targeted series of unique programs, events, and activities VCAAM provides support structures and meaningful opportunities for students to connect with one another, faculty, staff, and community role models with the overall goal of positively impacting VCAAM students’ college experiences up to and through graduation.

Faculty and Staff

VUU employs a skilled and dedicated cadre of approximately 122 tenure and tenure-track faculty members, with an overwhelming percentage holding terminal degrees in their fields. Another 285 administrators and staff ably maintain daily operations of the university.

Governance

VUU is governed by a 21-member Board of Trustees that is composed of notable business, academic, civic and religious leaders, including a number of distinguished VUU alumni. The Board assembles frequently throughout the year to discuss strategic planning and budgeting, student and academic affairs, auditing, endowment and facilities management. The members also participate in various annual and special events on and off campus.

Finances

VUU’s operating budget is \$43 million. The total endowed funds are approximately \$30 million.

THE PRESIDENT

The President is the chief executive officer of the University and serves as an ex officio member of the Board of Trustees. The President has final authority over the internal affairs of the University. The President reports directly to a 21-member Board of Trustees.

Currently the President has nine direct reports: Dean of the Graduate School; Vice President for Enrollment Management and Student Affairs, Vice President for Financial Affairs; Vice President for Academic Affairs; Vice President for Institutional Advancement; Vice President for Research, Planning and Special Programs; Director of Public Relations; Director of Title III and Sponsored Programs; and Director of Athletics.

The next President will have tremendous platform to take advantage of Virginia Union University's history and assets, propelling the University toward a bold, distinctive and sustainable future. VUU seeks a President with professional and personal commitment to the academic and mission of HBCU's. This President will bring broad intellectual curiosity, an inclusive, collaborative leadership style; financial and fundraising acumen; and a natural inclination toward community engagement and social justice.

By leveraging Virginia Union University's exceptional academic profile, dedicated Board of Trustees and a highly engaged community of students, faculty, staff, parents and alumni, the next President will continue to lead the college on its upward trajectory. The VUU community will welcome a new President who listens attentively, plans transparently, and can integrate its parts. The board, faculty, students, staff, and alumni all expect the university to sustain its trajectory and to emerge, in this next presidency, as a unique, premier urban liberal arts institution of higher education.

Specifically, the President will be expected to address the following opportunities and challenges.

CHALLENGES AND OPPORTUNITIES FOR THE NEXT PRESIDENT

Promote Virginia Union University and its mission locally, nationally and globally.

The next President will take advantage of the initial period of succession as an opportunity to introduce him/herself and reiterate the University's strengths to a variety of audiences including parents, students, potential students, funders and potential funders, and local, national and international partners. As the University's chief spokesperson and ambassador, s/he will highlight the contributions of the University, its alumni, its student body, and its faculty. The new President will engage with community leaders, foundations, and corporations that share these values and ideals.

In addition, the President will reinforce and initiate strategic partnerships with corporate, civic, and government partnerships in Richmond and the Commonwealth of Virginia, and lay the ground work for such partnerships on a regional and national level.

Inspire academic excellence, innovative research, and civic impact across the VUU population.

Since 1865, VUU alumni have made significant contributions in the fields of medicine, business, the arts, athletics, education, science, theology, and public service. The next President will be committed to the highest caliber of scholarship from students and faculty, while continuing the legacy of civic engagement through its leaders in the church and community.

The next President will partner with the faculty, working to create an environment that promotes outstanding research, scholarly excellence, and innovative curriculum development. S/he will ensure that there are systems that support the faculty in seeking externally funded research and in pursuing multidisciplinary research efforts. S/he must insist on a culture of accountability, transparency and responsiveness among the administration, faculty, and staff.

Devise and execute strategic planning to ensure sustained excellence, long-term growth, and rejuvenation of the physical plant of the University.

Having recently completed the successful execution of its 2012-2017 strategic plan, the University will look to the next President to lead VUU with an updated vision for the future. In addition, the President will use his or her arrival as an opportunity to examine all aspects of the University and its operations with a fresh perspective, ensuring that they are cost effective and efficient.

Cultivate strong partnerships across the philanthropic sector while building and strengthening relationships with the local community and alumni.

With the support of the Board and the Advancement team, the next President will develop a long-range plan for fundraising. Like many universities, VUU's aspirations outstrip its financial resources and closing that gap by increasing the endowment and raising funds for specific projects and campaigns is a high priority. The ability to seek out and inspire giving from a wider range of stakeholders is key to the success of VUU. Exploring other revenue streams and seeking ways to maximize resources is integral to securing financial well-being.

In addition, the President will strengthen ties with the local community through meaningful and targeted engagement.

The next President will serve as the lead fundraiser for the University. Working closely with the Board of trustees and the Vice President for Institutional Advancement, the President must enthusiastically embrace the task of cultivating new donors and partners, while at the same time inspiring and stewarding all existing donors and partners.

Improve the financial vitality of VUU through engagement of key stakeholders and entrepreneurial initiatives.

The President will identify effective solutions, and make difficult decisions regarding the allocation of limited resources, and communicate these considerations and decisions in a way that promotes a shared understanding of the issues and rallies the active support of internal and external stakeholders.

The new President must also encourage officials at the University to be timely, transparent, and thoughtful in their communications with reference to VUU to the University's many stakeholders.

Identify and ameliorate obstacles to enrollment, retention, and graduation goals for VUU students.

The President will oversee an aggressive outreach program to identify potential students and innovative programs to retain students with a special emphasis on identifying high school students who might need special help to be successful. S/he will put together a team that can effectively manage this effort. VUU must continue to provide an environment and the support structures to ensure that its students succeed at the highest level on campus and beyond.

Because of the tight knit nature of the VUU community, it is imperative that the next President possess the energy and ability to engage and communicate with all in a responsive, clear, and transparent manner. S/he must be a visible and active presence both on campus and in the community.

QUALITIES AND CHARACTERISTICS

Virginia Union University seeks an exceptional leader whose personal commitment to its mission and whose innovative vision and proven experience inspire all members of the community. The Board of Trustees understands that no single candidate will have all the ideal qualifications, but seeks candidates with the following experiences and abilities:

- An earned doctorate or terminal degree is preferred;
- A commitment to VUU's student-centered mission and a record of empowering student success;
- Demonstrated skills in generating financial resources through public and private funding; adroitness as a fiscal manager; and ability to develop and execute a long range financial plans;
- Evidence of productive interactions with a Board of Trustees;
- An outstanding record of establishing partnerships and building alliances with diverse community populations;
- A receptivity to concerns and needs of all constituencies of the University;
- The ability to sustain an innovative environment that promotes academic excellence from faculty and students;
- A fair, collaborative, collegial, and transparent leadership style;

- Experience with the administrative structures that are necessary to build an entrepreneurial culture;
- A deep commitment to civic engagement and global citizenship;
- A record of fostering external relationships that advance an organization's profile and reputation on regional, national, and international scales; the desire to speak to the challenges facing VUU, HBCUs and higher education;
- A willingness to embrace technology and the understanding of its role in recruitment and retention of students and faculty;
- Financial acumen, with significant experience in conscientiously managing large budgets and allocating resources in an expedient, efficient, and effective manner;
- Excellent communication skills; the ability to articulate to a broad audience;
- A demonstrated respect for academic freedom and diverse opinions on key social and political issues of the day.

TO APPLY

Virginia Union University has retained Isaacson, Miller a national executive search firm, to assist in this search. Electronic submission of applications materials is strongly encouraged. Confidential inquiries, nominations, referrals, and resumes with cover letters should be sent in confidence to:

Monroe "Bud" Moseley, Vice President
Donna Cramer, Managing Associate
Joseph Keller, Associate
617-262-6500

www.imsearch.com/6216

Virginia Union University is an equal opportunity employer