



## **Vice President for Columbia College Global**

Columbia College invites applications, expressions of interest, and nominations of candidates in its search for the Vice President for Columbia College Global.

### **About the College**

Founded in 1851, Columbia College is dedicated to improving lives through higher education. As a private, nonprofit, coeducational liberal arts and sciences college, the College takes pride in its small classes, experienced faculty, and quality educational programs. Since its modest beginning, Columbia College has flourished in size and has become a nationally recognized educational institution.

A truly unique institution, Columbia College has a traditional campus and active evening program in Columbia, Missouri, more than 40 additional venues in 15 states and Cuba, and a robust online presence. The College serves more than 10,000 students and is unique in its ability to provide multiple access points to high-quality education. The College offers associate and bachelor's degrees as well as master's degrees at the main campus, selected venues, and online. Columbia College is accredited by The Higher Learning Commission.

### **History**

The College has a rich and varied history and a record of innovation in higher education. Columbia College was one of the country's first institutions to educate women, beginning at the time of its founding as a Christian College in 1851. It was also a trailblazer in partnering with the military, beginning in 1973, when it extended venues to military bases to educate enlisted personnel. Columbia College was an early adopter of online education in 2000 and continues to be a leader in nonprofit online education.

### **Mission**

*Columbia College improves lives by providing quality education to both traditional and non-traditional students, helping them achieve their true potential.*

### **Vision**

*Our vision is to be a highly innovative institution of higher education, dedicated to excellence in both its traditional and non-traditional programs nationwide.*

### **Values**

*We believe all students deserve access to affordable, quality education. We believe higher learning should be individualized, innovative, and flexible. We believe a liberal arts core curriculum produces globally engaged citizens who are creative, curious, and ethical. We believe people of all beliefs and backgrounds should engage in civil discourse and discovery.*

## Strategic Plan

In 2021, Columbia College completed a five-year strategic plan. The five major goals of the previous plan are listed below. President David Russell and the College community are currently engaging in new strategic planning activities to continue moving Columbia College forward. A new five-year plan should be completed in the summer of 2022

### *Goal #1: Educational Innovation*

Continue the College's tradition of educational innovation by actively experimenting with new educational models, programs, and technologies and moving more quickly than competitors when the path becomes clear.

### *Goal #2: Improve the Student Experience*

Ensure that students have a positive experience with Columbia College from the time they apply to well after they graduate. Expect outstanding student service from all employees of the College. Attract and retain students, in part, because of the way they are treated.

### *Goal #3: Maximize Financial Performance*

Ensure that all employees of the College exhibit financial discipline, allowing for significant investments in areas that improve the student experience and grow the College. Alumni and friends will appreciate sound stewardship and be motivated to contribute.

### *Goal #4: Grow Enrollments*

Grow enrollments on both the residential day campus and the nationwide venues by creating highly effective marketing campaigns and admissions processes, expanding the College's nationwide footprint, and enhancing the student experience.

### *Goal #5: Maximize Employee Performance*

Attract and retain talented employees by offering professional growth opportunities, a competitive salary, and excellent benefits to become an employer of choice for the ambitious and highly motivated.

## Points of Pride

- Columbia College is a perennial member of *Military Times'* "Best for Vets: Colleges" list. These annual rankings are based on accreditation, graduation rates, staff, transfer credit policies, academic support, and participation in the Yellow Ribbon program.
- Columbia College's online bachelor's degree programs were recognized among the nation's 2018 Best Online Bachelor's Programs. The College was also named among the 2019 Best Online Bachelor's Programs for Veterans by *U.S. News & World Report*. Recognition was based on teaching practices and student engagement, faculty credentials and training, and student services and technology.
- In 2019, Columbia College was ranked the third-most-secure campus in the country, according to ASecureLife.com. The company analyzed 10 years' worth of crime data from colleges in the U.S. to compile its Top 10 list.
- GetEducated.com, a respected clearinghouse of accredited online programs, designated Columbia College as a "Best Buy" for several online degrees.
- Columbia College is named a "College of Distinction" by Student Horizons, Inc. It is one of 250 higher educational institutions in the U.S. and six in Missouri to receive this honor. Student Horizons seeks to go beyond commercially driven rankings and focus on the quality of education

students receive. Colleges are recognized for their commitment and performance of the “Four Distinctions:” engaged students, great teaching, vibrant communities, and successful outcomes. The selection process involves reviewing faculty/student ratios, average class size, the first-year experience, and general education curriculum. It also includes experiential elements in the curriculum, residential and extra-curricular activities, and the school’s strategic plan.

- RegisteredNursing.org recently ranked Columbia College as the second-best school for RN programs in Missouri, based on an analysis of the NCLEX-RN pass rates of fifty-four schools.

### Campus

The main campus is located in Columbia, Missouri. It features a mix of 37 historic and cutting-edge facilities with approximately 600,000 square feet of space. The oldest building on campus is Williams Hall, which was built in 1849. It is the oldest building in continuous academic use west of the Mississippi River. The newest building, New Hall, was completed in 2019. This beautiful, 60,000-square-foot structure features three floors of residential living space and is the home of the Robert W. Plaster School of Business on the ground floor.

The well-maintained campus grounds extend over about 45 acres, including the College’s newly upgraded Quad, which features the Alumni Fountain, a favorite for the entire campus community. Visitors are drawn to campus each spring to enjoy more than 12,000 tulips in full bloom and colorful planting areas throughout the summer.

### Columbia, Missouri

Columbia is Missouri's fourth most-populous and fastest-growing city. It is also a vibrant college town. Columbia College, the University of Missouri, and Stephens College, which surround the city's downtown, have made the city a center of learning. Originally an agricultural town, developing the minds of today’s learners is Columbia’s chief economic concern today.

Columbia is known for its outstanding quality of life. An excellent school system, state-of-the-art healthcare facilities, plentiful entertainment opportunities, a low cost of living, and a “green” environment are city highlights. Columbia is home to robust healthcare, insurance, and technology industries. Companies such as Shelter Insurance, Carfax, Veterans United Home Loans, and Slackers CDs and Games, were founded in the city. Cultural institutions include the State Historical Society of Missouri and Museum of Art and Archaeology. The True/False Film Festival and the Roots N Blues Festival are both annual highlights on the area calendar.

Columbia is also a haven for outdoor enthusiasts. The city rests upon the forested hills and rolling prairies of mid-Missouri, near the Missouri River valley and the Ozark Mountains. Surrounding the city, Rock Bridge Memorial State Park, Mark Twain National Forest, and Big Muddy National Fish and Wildlife

## Locations

Alabama

California

Colorado

Cuba

Florida

Georgia

Hawaii

Illinois

Missouri

North Dakota

Oklahoma

South Dakota

Texas

Utah

Washington

Additional information  
about these locations  
may be found at  
[www.ccis.edu/locations](http://www.ccis.edu/locations).

Refuge offer plentiful opportunities for recreation. The Columbia Agriculture Park is home to the Columbia Farmers Market.

Located at the intersection of Interstate 70 and U.S. Highway 63, Columbia is central in the state and the nation. St. Louis and Kansas City are both within a two-hour drive.

### **College Diversity – Many Voices, One Columbia College**

The College serves a diverse community of students at locations throughout the country and is committed to ensuring that students, faculty, and staff members feel safe and valued. Columbia College maintains a safe place for open discourse, supports activities that promote diversity and inclusion, and overall, fosters a powerful sense of community.

Columbia College reflects the growing diversity of the United States, with nearly 46 percent of its undergraduates self-identifying as members of historically underrepresented groups. More than 25 percent identify as Black/African American and nearly nine percent as Hispanic/Latinx. The College strives to have students taught by a diverse faculty, and nearly 27 percent of faculty members self-identify as members of historically underrepresented groups. Since its inception, Columbia College has been a welcoming place.

### **Alumni**

Columbia College has more than 94,000 living alumni worldwide. Included among them are leaders in business, government, the military, sports, entertainment, and education.

### **College Leadership**

The Columbia College Board of Trustees unanimously named Dr. David Russell the 18<sup>th</sup> President of the College in September 2021. A member of the College's Board of Trustees since 2016, Russell had served as chair of the College's governing body since July 1. Before he was appointed chair, he served on committees responsible for Finance and Investments, Academic Affairs, and Plant and Facilities.

Russell has been dedicated to public service for more than 50 years. He served as Missouri's Commissioner of Higher Education and CEO of the Missouri Department of Higher Education in 2010. He oversaw a statewide system that served 430,000 students attending both public and independent two- and four-year colleges and universities.

Prior to his role as state commissioner, Russell spent nearly 20 years working for the University of Missouri System in several senior administrative positions, including UM System chief of staff. He was appointed a general officer and senior associate vice president of the university in 2009.

Before his career in academia, Russell completed a highly decorated 22-year Army career as a commissioned officer, retiring with the rank of lieutenant colonel in 1991. He held command and staff positions in infantry, personnel management, and public affairs.

The President's senior administration team includes:

- Provost and Senior Vice President Academic Affairs
- Vice President for Enrollment Management and Marketing
- Vice President for Columbia College Global
- Vice President for Advancement
- Vice President for Facilities Operations
- Chief Financial Officer
- Chief Information Officer

- Executive Director of Human Resources
- Director of Athletics
- Dean of Student Affairs

### **The Board of Trustees**

The Columbia College Board of Trustees is composed of 21 engaged and supportive members. They are leaders in higher and secondary education, the military, faith-based organizations, publishing, business, and law. The Board provides fiduciary leadership of the College and conducts business through various committees.

### **Financial Overview**

Thanks to shrewd stewardship and entrepreneurial thinking, Columbia College is in strong financial health. It has maintained balanced or surplus budgets for more than thirty consecutive years and has taken on no long-term institutional debt. Its endowment is at an all-time high of \$160 million, with most of the funds unrestricted.

Ninety percent of the College’s revenue comes from programs serving its non-traditional student base. The tuition discount rate 49 percent for non-traditional students and is 56 percent for traditional students.

## **Columbia College Global**

Columbia College has been offering flexible, affordable, and high-quality degree programs serving traditional and non-traditional students, active-duty military and veteran students, adult learners, and working professionals for almost 50 years. This Vice President position will be responsible for the overall operations of Columbia College Global and will work in close conjunction with Academic Affairs and Enrollment Management to ensure the College remains a well-known leader in post-traditional student-education and continues its service to students across the country and the world.

### **The Position**

The Vice President for Columbia College Global (CCG) reports directly to the President and serves as an active contributor to the strategic direction of the College as part of the senior leadership team. This position will have administrative oversight of more than forty physical locations across fifteen states and online student services. This position will need to collaborate across the College to ensure strong enrollments, adequate academic support for CCG’s on-ground and online students, the strategic marketing of the CCG brand, and strengthened relationships with military and industry partners.

### **Opportunities and Challenges**

#### *Develop a Strategic Vision for CCG:*

The Vice President will develop a strategic vision for CCG that will focus on growth, efficiency, and innovation, cementing Columbia College’s place at the forefront of post-traditional education. The vision will support the College’s overall mission and goals, inclusive of building new markets and strengthening existing partnerships. Serving as a valued partner with units across the College in support of shared recruitment, retention, and programmatic efforts will be critical. The Vice President will monitor the changing higher education landscape to ensure Columbia College proactively prepares for and pivots as necessary to move the institution forward.

#### *Effectively Communicate and Collaborate:*

With more than forty locations across the country and with plans for continued expansion, CCG is a complex operation. This dynamic will require excellent management skills, strong communication skills,

and highly collaborative leadership to ensure that there is a consistent understanding of strategies, goals, and outcomes across all sites. Each site that comprises CCG will also bring its own complexities, as some are located to serve a particular industry partner, while others are located on military installations. This Vice President will need to show flexibility in support of these various sites to help them achieve their goals. Because the CCG sites are located in different states, the Vice President will need to collaborate with the site directors to ensure they are working in compliance with the policies of those specific states.

To be successful, CCG's next Vice President must promote strong collaboration with Academic Affairs and Enrollment Management & Marketing. This Vice President plays a vital role in ensuring that CCG has a role in decision making and designing initiatives, but more importantly in ensuring that initiatives are implemented with consistency and quality across CCG locations.

*Enhance the Brand of CCG:*

Strengthening and enhancing the visibility and brand of CCG will be paramount for the new Vice President. Following the shift to remote learning during the pandemic and shifting demographics across the country, the competition for adult, military, and professional students has intensified. To retain its traditional place as a leader in non-traditional education, CCG will need to increase its market share through substantial marketing efforts and a branding initiative to highlight the outstanding qualities of the operations. The Vice President will collaborate with Enrollment Management & Marketing in designing these efforts and ensuring that they are executed consistently across CCG.

*Develop Partnerships:*

There will be ample opportunities for increasing partnerships that will facilitate new programs, additional revenue streams, and enhanced visibility for CCG. As the #3 ranked military-friendly institution in the country for its classification, Columbia College has an amazing 50-year record of success in serving active-duty military students, veterans, and military-connected persons both on-ground at military installations and online. The next Vice President will need an appreciation for military partners and the critical role they will continue to play for CCG in the future. There will also be growing opportunities to establish programmatic partnerships with community colleges across the country for students to complete their four-year degrees or to enroll in certificate-based programs. The Vice President of CCG will also need the ability to connect and engage with corporate and community partners to leverage flexible programs that can be geared toward professionals in various fields. This Vice President will need a multi-faceted understanding of current and future trends in higher education to effectively engage external partners in a variety of fields, while also being able to align the benefits of CCG with their specific needs.

*Strengthen a Culture of Innovation:*

Columbia College Global has the foundation to become a leader in the future of higher education and set a bar for the new dynamics of accessible programs while also effectively supporting students engaging in adult and online learning programs. The Vice President will need to utilize the experience and expertise of the team across the country and advocate for the resources needed to take CCG to the next level. With increased competition in this space, the Vice President will not only need to bring an entrepreneurial mindset to the role but encourage and foster innovation across all aspects of CCG, while sustaining the core mission of Columbia College as a whole. This position will require a leader who is forward-looking, creative, and can thrive in a complex but fast-paced environment.

**Desired Qualifications and Characteristics:**

The next Vice President for CCG will be an innovative and energetic leader who will advance the overall operations and stature of CCG while developing sound strategies to move the institution forward. The Vice President will demonstrate a commitment to higher education and be able to articulate the value of a Columbia College education to a wide and varied audience. An understanding of partnerships with

military bases/installations and experience working with active-duty military and veteran learners is highly desired in this position. A master's degree is required, a doctoral degree is preferred.

The ideal candidate will possess:

- a passion for the mission of Columbia College and a commitment to high-quality and flexible education;
- an understanding of the needs of military-connected students, working professionals, and adult learners to help them achieve their academic and professional goals;
- the capacity to provide strategic leadership at the highest levels and advocate for resources to support the growth of CCG;
- a collaborative approach to leadership along with the ability to work with offices across the institution, especially Academic Affairs and Enrollment Management and Marketing;
- an understanding and appreciation for a distributed operations model and the complexities of leading academic sites in multiple locations across several states;
- experience managing financial and human resources and allocating them effectively;
- experience using data analytics and design thinking to inform and shape strategy;
- expertise in championing an institution-wide commitment to diversity and inclusive excellence;
- an understanding of current and changing regulatory and compliance requirements that govern the operations of sites within different state policies;
- skills in hiring, motivating, and developing staff, fostering teamwork, and managing change;
- outstanding communication skills and the ability to clearly articulate strategies, direction, and outcomes;
- the ability to foster a very inclusive and collegial working environment while promoting accountability;
- entrepreneurial thinking coupled with a willingness to take calculated risks; and
- the ability to build and maintain relationships across both military and civilian organizations.

## Nominations and Applications

Review of candidates will begin immediately. A cover letter and CV/resume will be required for full consideration. For best consideration, please send all confidential nominations, inquiries, and expressions of interest to:



Julie E. Tea, Managing Director  
Brian Bustin, Senior Associate  
Storbeck Search  
[VPCCG@storbecksearch.com](mailto:VPCCG@storbecksearch.com)

*Columbia College is committed to creating an inclusive employee experience for all regardless of race, color, national origin, gender, religion, sexual orientation, age, or disability. The College maintains a safe place for open discourse; supports activities that promote diversity and inclusion; and overall, fosters a sense of community that welcomes everyone.*