



HUMAN RESOURCES

# Associate Vice Chancellor



# Who We Are

Virginia's Community Colleges are a network of open-access institutions that offer academic as well as workforce training programs. Our small classes, hands-on instructors, multiple campuses, and affordable tuition ensure a smooth transition for students no matter where they are in their education journey.

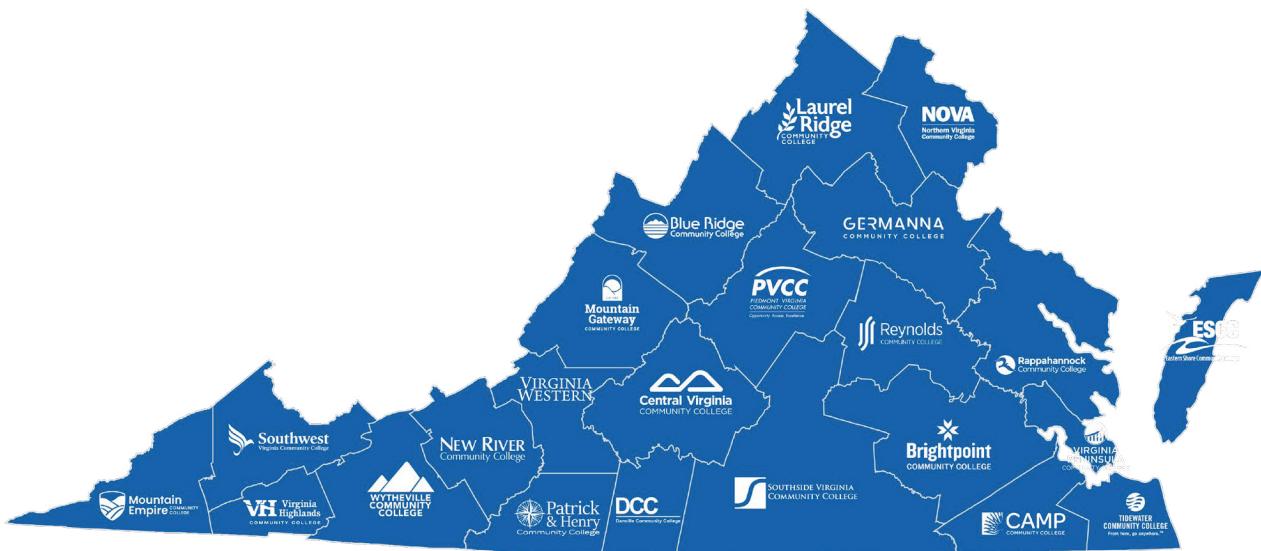
Our comprehensive curriculum is designed not only to educate the learner but also to prepare them for the demands of today's ever-changing, technology-driven workplace.

# Our Mission

We give everyone the opportunity to learn and develop the right skills so lives and communities are strengthened.

# Our Locations

VCCS is comprised of the system office, the Shared Services Center, and 23 colleges strategically positioned around the state. Our colleges can be accessed from any location in Virginia within a 30-minute drive and serve more than 230,000 students each annually. Virginia's Community Colleges are the smart choice for obtaining an affordable, high-quality education.





The Virginia Community College System Office is located in Chesterfield County, which is part of the greater Richmond metropolitan area. Situated just off the Powhite Parkway, our office is within an easy drive to many of the major Richmond attractions and downtown area.

## VCCS Governance

The Virginia Community College System (VCCS) is governed by the State Board, a 15-member board dedicated to ensuring the effective strategic operation and growth of Virginia's community colleges. Each member is appointed by the Governor, who serves up to two four-year terms. These board members meet six times each year to establish policies that guide the strategic direction and function of the VCCS.



The day-to-day leadership of the system is led by the [Chancellor](#), Dr. David Doré, who was selected by the State Board. Chancellor Dore began with the VCCS in April 2023. The Chancellor oversees the operation of a system that includes the 23 independently accredited community colleges throughout Virginia, the [Shared Services Center](#) in Daleville, and the System Office in Richmond. The role of Chancellor is vital in fostering an environment of innovation and excellence in higher education, ensuring that each college meets the diverse, unique needs of its community. Reporting directly to the Chancellor are the [college presidents](#) of each of the 23 community colleges.

The [chancellor's cabinet](#), comprised of vice chancellors and assistant vice chancellors, assists with the implementation of policy decisions that impact the entire system.

Through this structured governance framework, the VCCS continues to provide high-quality education and training, empowering students and communities throughout the state.

## Accelerate Opportunity

Accelerate Opportunity is a six-year strategic plan that embodies our commitment to speed, convergence, and adaptability.

Accelerate Opportunity is metric-centric with a core focus on providing all students with the knowledge, skills, and credentials necessary for success in the 21st century. Its objectives are precisely aligned with the needs of the Commonwealth's workforce and the diverse learners we serve, ensuring our system continues to operate at the speed of industry.

Effective July 1, 2024, the plan has this over-arching goal: to award 300,000 cumulative meaningful credentials by 2030 across all regions through accelerated access and success for every student.



The strategic plan includes five supporting objectives, each with targeted metrics, to ensure Virginia's Community Colleges achieve this goal: Developing Virginia's Talent, Reaching More Virginians, Delivering Education to Today's Workforce, Supporting Today's Learners, and Investing in Virginia's Workforce.

[See the full text of the plan.](#)

## One System: 5-Year Plan

The One System: 5-year plan is Chancellor David Dore's plan to propel Virginia's Community Colleges in delivering a consistent experience for our students and to make the best use of our collective strengths to deliver greater impact, efficiency, accountability and return on investment.

The plan sets forth these guiding principles for the conduct and work by our colleges:

Does it enhance the student experience, improve student outcomes, and support student success?

Does it reduce barriers, maximize economic mobility, and/or elevate our system's outcomes?

Does it reduce redundancies, increase efficiencies, and maximize economies of scale?

Does it cultivate and support our world-class team of talent?

Does it reduce institutional and system-wide risk, and align with our statutory obligations and state priorities?

Does it strengthen our brand, unify our message, and foster trust and loyalty?

A link to the Chancellor's One System: five-year plan is available [here](#).

## Associate Vice Chancellor, Human Resources Position Overview

The Associate Vice Chancellor for Human Resources Services provides strategic leadership for all human resources functions across the VCCS system office and its 23 colleges. Reporting to the Senior Vice Chancellor for Finance and Operations and serving as a member of the Chancellor's Cabinet, the AVC leads the development and execution of a comprehensive HR strategy aligned with the system's strategic priorities.

This role oversees workforce planning, organizational development, talent management, policy development, compliance, and employee relations, while leveraging data and HR technologies to strengthen decision-making and operational effectiveness. In addition, this role will lead strategic and transformational One System initiatives. The AVC will advance a culture of care, accountability, and continuous improvement, ensuring that HR practices evolve to meet the changing needs of the VCCS and its employees.

### Position Priorities

#### *Guide Human Resources Strategy and Planning*

The Associate Vice Chancellor will lead human resources strategic planning to support system initiatives and goal achievement. Central to this role is leading data-informed workforce planning and organizational development efforts to proactively address staffing needs and enhance structural efficiency across the system office and all 23 institutions. The AVC plans and executes a system-wide human resources strategy that supports the quality and effectiveness of talent acquisition, compensation/classification, learning and talent development, employee relations and compliance programs that foster and sustain a productive, engaged, and welcoming work environment.

### ***Foster a Spirit of Collaboration***

Central to this role is the ability to cultivate strong, trust-based partnerships with campus presidents, executive leaders, college chief human resources officers, system office employees, campus faculty, and staff to ensure HR strategies are responsive, equitable, and effective. Promoting shared governance and transparent communication in HR decision-making is essential to reinforcing trust and inclusivity. As a unifying presence across multiple campuses, the HR leader will strike a balance between maintaining system-wide consistency and honoring campus-level autonomy and culture. Furthermore, the role involves representing the VCCS in external partnerships and consortia focused on human capital development, and workforce effectiveness, reinforcing the system's commitment to collaboration both internally and externally.

### ***Lead Talent Acquisition and Development***

The Associate Vice Chancellor will be responsible for designing and overseeing talent acquisition strategies that attract, hire, and retain a skilled and multidimensional, and highly qualified workforce. Leading succession planning and implementing leadership development and employee engagement initiatives will be vital to building internal capacity and ensuring long-term institutional success. This role will also direct system-wide training and development programs to support ongoing professional growth and performance excellence among all employees. Equally important is ensuring that onboarding, retention, and promotion practices reflect and reinforce the mission of the VCCS.

### ***Develop System-Wide Best Practices***

To drive efficiency and effectiveness, the Associate Vice Chancellor will lead the development of standardized policies, procedures, and technologies across campuses, ensuring consistency and scalability of operations. Utilizing HR technology and data systems, the role will enhance service delivery, bolster compliance, and provide strategic insights that support decision-making. By benchmarking HR practices against both higher education and broader industry standards, he or she will help identify opportunities for innovation and improvement. A strong emphasis will be placed on fostering a continuous improvement mindset, embedding best practices in employee relations, performance management, benefits administration, and workplace wellness throughout the system.

### ***Advance a Culture of Care***

As a strategic goal, the VCCS has committed to developing a Culture of Care that will identify needs, research and share best practices, and implement policies, programs, and practices that positively impact the learning environment and outcomes of all students, as well as the experience and professional success of all employees. The Associate Vice Chancellor will serve as an employee advocate, will monitor system-wide employee climate and culture survey data, and champion efforts to measure and improve the employee experience. Developing and delivering employee training and leadership programs that inculcate practices that support a thriving workforce will also be an expectation of the system-level human resources function.

# Greater Richmond Area



The Greater Richmond Region, also known as the Richmond Metropolitan Statistical Area (MSA), is a growing economic and cultural hub centered on the state capital, encompassing Richmond, Colonial Heights, Hopewell and Petersburg cities as well as surrounding counties including Henrico, Chesterfield and Hanover.

The Richmond region is truly diverse, in every sense of the word. The region boasts a roaring river, plentiful parks, nature trails, vibrant city life and bustling suburbia. In Richmond, you'll find rich history and historical sites, world-class museums and a thriving arts and culinary scene.

Home to 1.3 million Virginians, or 15.1% of Virginia's population, the region boasts a stable and growing economy. 8 Fortune 500 companies are headquartered in the area. Major industries include financial services, healthcare, advanced manufacturing and technology.

Greater Richmond has earned accolades from around the world thanks to our economic diversity, foreign investment strategy and the community's quality of life.

# Honors and Accolades



#1

State to do Business

CNBC 2024



#1

15 Unmissable  
Black History Museums  
Across America

Fodor's, 2020



#4 Best U.S. City  
for Public Transporta-  
tion

Consumer Affairs, 2024



Top 10

Most Interesting Food  
Scene Across the Coun-  
try

USA Today, 2021



#14

Best Place to live in the U.S.

U.S. News & World Report, 2024



#7

The South's Best Food Cities  
Southern Living, 2021



#1 25 Most Influ-  
ential Works of American  
Protest Art since WWII

New York Times, 2020