

# THE SEARCH FOR A NEW PRESIDENT

WAKE TECH  
RTP CAMPUS

  
WAKE TECH  
COMMUNITY COLLEGE

Wake County, The Greater Raleigh Area,  
and The Research Triangle Region  
North Carolina

# THE SEARCH FOR A NEW PRESIDENT

## WAKE TECHNICAL COMMUNITY COLLEGE

Wake County, The Greater Raleigh Area, and The Research Triangle Region  
North Carolina

The Board of Trustees of Wake Technical Community College invites nominations and expressions of interest for the Presidency, a stellar leadership opportunity. The new president will succeed Dr. Stephen Scott, who retired after 15 years of exemplary service. The College seeks a leader who will provide exceptional, visionary leadership for an institution that is nationally recognized as a benchmark for innovative community and industry partnership success. The Board, administration, faculty, staff, and students of Wake Tech are on a quest to find an extraordinary leader who will serve the College, community, and state in a decisive manner and bring energy, care, creativity, and forward thinking to this complex College's future.

The new president will be welcomed to a College community that is thriving and prides itself on its academic rigor, accessibility, affordability, students, and strong sense of family. The Board of Trustees, faculty, staff, and students of Wake Tech are proud of the College's history and excited about its promising future.

# NORTH CAROLINA'S LARGEST COMMUNITY COLLEGE

## WAKE TECH COMMUNITY COLLEGE

Wake Technical Community College has provided high quality education and workforce training to the Wake County region for more than 50 years. Since opening its doors in 1963, the College has grown to serve nearly 74,000 students each year – one in 10 Wake County adults – and to become the largest of North Carolina's 58 community colleges.



SGA PRESIDENT JOSÉ FABRE ATTENDS HIS FIRST WAKE TECH BOARD OF TRUSTEES MEETING.

Wake Tech is home to a diverse and highly engaged student body, with an active Student Government Association, a robust athletics program, and a variety of campus clubs and organizations. The College is a dynamic and thriving academic community, with outstanding faculty and staff who are focused on students and committed to their success.

Wake Tech is fully accredited by the Southern Association of Colleges and Schools. Its curriculum education programs offer more than 200 associate degrees, diplomas, and certificates to prepare students for immediate employment in high-demand fields – or transfer to a university for advanced study. Transfer agreements with UNC System universities and private institutions ensure that students have pathways for reaching their goals.

The College provides training in the latest technologies, such as robotics, advanced manufacturing, 3D printing, and cyber security, and offers niche programs in emerging fields – Business Analytics, IT Storage and Virtualization, Supply Chain Management, and Simulation and Game Development. Wake Tech works with business and industry to design training that aligns with real needs and cultivates strategic partnerships that promote job creation and economic growth.

Wake Tech trains the region's health professionals, with highly acclaimed programs in nursing, emergency medical services, dental hygiene, laboratory technology, and many other allied health professions – and public safety professionals in law enforcement, fire safety, and first responder preparation.

Wake Tech's non-credit, workforce continuing education programs include customized corporate training, support for entrepreneurship and small business, re-training for unemployed and displaced workers, basic skills programs such as ESL and high school equivalency preparation, and other programs for personal enrichment.



STUDENTS AT FUQUAY-VARINA HIGH SCHOOL PARTICIPATE IN THE CAREER AND COLLEGE PROMISE PROGRAM.

Wake Tech also serves high school students, in partnership with Wake County Public Schools, through its Career and College Promise program and at three cooperative innovative high schools that help students focus on career pathways and prepare for success. Nearly one-fourth of all local high school students enter Wake Tech within a year after their graduation.

## THE SEARCH FOR A NEW PRESIDENT

### WAKE TECHNICAL COMMUNITY COLLEGE

Wake Tech provides an array of support services for students that includes academic advising, tutoring, counseling, disabilities services, wellness services, minority male mentoring, opportunities for volunteerism and community engagement, and leadership training.

Wake Tech is a key contributor in statewide and nationwide community college reform, part of the Gates Foundation's Completion by Design initiative. The college's innovative "completion agenda" focuses on college readiness, goal setting, proactive advising, developmental education acceleration, math mastery, structured pathways, and stackable credentials to assure the effective use of college resources and move students toward employment and career success. Wake Tech collaborates with other local colleges and universities to improve learning options and experiences for students. Partnerships with local industry provide input into curriculum design, in-kind donations of technology and equipment, internship and apprenticeship opportunities for students, and permanent employment for graduates.

Wake Tech is recognized as a vital economic engine for the local community. Its customized corporate training programs are a major incentive to corporations that cite a qualified workforce as first priority when choosing where to do business. The College, along with activities associated with its students and graduates, adds an estimated \$2.68 billion to the local economy each year.

Wake County is one of the fastest-growing regions in the nation, and Wake Tech has kept pace with that growth. The College has always been informed by the needs of the community and has expanded capacity in response to local and regional demand. The region's diversity is reflected in Wake Tech's students and employees, and in the instructional programs, services, and resources the College offers. Wake County is part of the Triangle region that includes Durham and Chapel Hill and is adjacent to the Research Triangle Park. Since Wake Tech first opened, it has grown to span the entire county, with a total of six campuses, three training centers, and multiple community sites. It also serves more online students than any other community college in North Carolina.

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# 2.68 BILLION



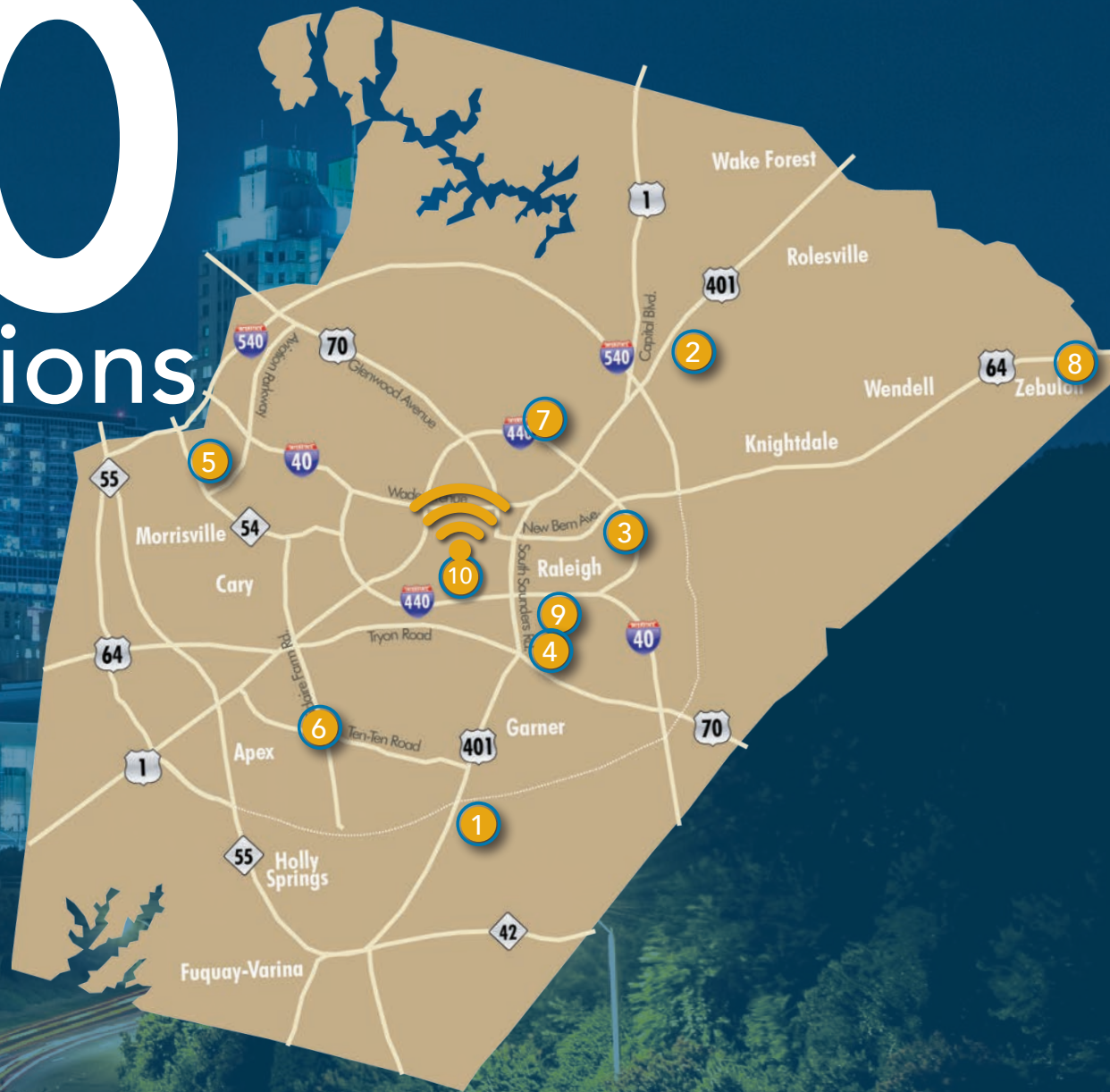
annually  
added to Wake  
County's economy  
due to the activities  
of Wake Tech and its  
former students

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Wake Tech has a Faculty Rank program to recognize and reward excellence. The College has created a continuous improvement initiative called Applied Benchmarking that engages all employees in finding and applying best nationwide practices, fueling Wake Tech's growing reputation as a leader in innovation. A successful grants program has garnered funding from the National Science Foundation, the U.S. Department of Education, and other federal, private, and corporate funders for innovative initiatives that expand opportunities for students. A \$3.9 million TechHire grant from the U.S. Department of Labor is one of the largest grants in Wake Tech's history and is being administered in partnership with Capital Area Workforce Development Board and IBM.



# 10 Locations



- |   |  |   |
|---|--|---|
| <p><b>1</b> Southern Wake Campus<br/>9101 Fayetteville Road, Raleigh 27603</p>    | <p><b>4</b> Public Safety Education Campus<br/>321 Chapanoke Road, Raleigh 27603</p> | <p><b>7</b> Beltline Education Center<br/>3200 Bush Street, Raleigh 27609</p>                           |
| <p><b>2</b> Scott Northern Wake Campus<br/>6600 Louisburg Road, Raleigh 27616</p> | <p><b>5</b> RTP Campus<br/>10908 Chapel Hill Road, Morrisville 27560</p>             | <p><b>8</b> Eastern Wake Education Center<br/>519 Industrial Drive, Zebulon 27597</p>                   |
| <p><b>3</b> Perry Health Sciences Campus<br/>2901 Holston Lane, Raleigh 27610</p> | <p><b>6</b> Western Wake Campus<br/>3434 Kildaire Farm Road, Cary 27518</p>          | <p><b>9</b> Vernon Malone College &amp; Career Academy<br/>2200 S. Wilmington Street, Raleigh 27603</p> |

## WAKE TECH ONLINE



- 100+ programs
- More online students than any other NC community college
- Online orientation and support for students
- Training and certification for online faculty



### **Southern Wake Campus**

The 138-acre Southern Wake Campus is where the College first opened its doors in 1963. It offers Associate in Arts, Associate in Science, and Associate in Engineering degrees for college transfer, as well as career programs in Applied Engineering and Technologies, Business and Public Services Technologies, and Computer Technologies. It is home to college administration, including the President's Office and the Wake Tech Foundation. It is also home to Wake Tech Athletics, and offers specialized training labs for culinary arts, cosmetology, automotive, heavy equipment, and skilled trades.



### **Scott Northern Wake Campus**

The 127-acre Scott Northern Wake Campus opened in 2007 as the first college or university campus in the U.S. to have all campus buildings LEED®-certified by the U.S. Green Building Council. It offers an extensive college transfer program, and career programs in IT, Health and Fitness Science, Baking & Pastry Arts, and skilled trades such as HVAC, plumbing, and welding. It also offers a variety of Workforce Continuing Education (non-credit) classes.



### **RTP Campus**

Strategically positioned near Research Triangle Park, the RTP Campus sets the stage for innovation and collaboration. The first phase opened in 2018 with college transfer and specialized IT programs such as Business Analytics, Cyber Security, IT Storage and Virtualization, Supply Chain Management and more. It is also home to Wake Tech's Corporate and Business Solutions division, offering customized corporate training and industry certification programs. Plans for the 94-acre site include up to nine instructional buildings, with the capacity to serve as many as 7,000 students.



### Public Safety Education Campus

The CALEA® accredited Public Safety Education Campus offers a state-of-the-art forensics lab, an Incident Command Center, simunition and defensive tactics rooms, and a mock courtroom and jail. The campus offers degrees in Criminal Justice and Fire Protection Technology, Basic Law Enforcement Training, and in-service training for law enforcement and corrections officers, fire and rescue personnel, EMS technicians, and SBI and Homeland Security personnel. This campus also offers Workforce Continuing Education (non-credit) programs such as barbering, hospitality, and nurse aide.



### Perry Health Sciences Campus

The Perry Health Sciences Campus prepares students for careers in nursing, radiography, dental hygiene, emergency medical science, and other high-demand health care professions. Wake Tech partners with WakeMed and other healthcare institutions to provide hands-on clinical training and work-based learning experiences. The campus features a state-of-the-art nursing simulation suite, a dental hygiene clinic, and an EMS ambulance bay. It is also home to the Wake Early College of Health and Sciences, a partnership with Wake County Public Schools that allows students to work toward a high school diploma and an associate degree at the same time.



### Western Wake Campus

The Western Wake Campus offers the Associate in Arts degree for college transfer. It is home to Wake Tech's Small Business Center and the Wake Tech/Wells Fargo Center for Entrepreneurship, which provide seminars, workshops, and other resources for entrepreneurs and small business owners. Workforce Continuing Education classes include computer skills, medical office assisting, BioWork, and English as a Second Language.



### **Beltline Education Center**

The Beltline Education Center is the hub of Wake Tech's Workforce Continuing Education division. It houses College & Career Readiness programs, including high school equivalency preparation, Adult High School, English as a Second Language, and Adult Basic Education such as TOPS, for adults with intellectual disabilities. The facility is home to Wake Tech's Advanced Manufacturing Center, with customized training space for local businesses and individuals, and a non-degree cosmetology program with a lab and salon.



### **Eastern Wake Education Center**

The Eastern Wake Education Center offers a variety of Workforce Continuing Education programs, including high school equivalency preparation, computer troubleshooting, electrical wiring, and HVAC training. The facility features the BPI Test Center, an energy audit laboratory approved by the Building Performance Institute, Inc., to offer the BPI-Certified Energy Auditor credential.



### **Vernon Malone College and Career Academy**

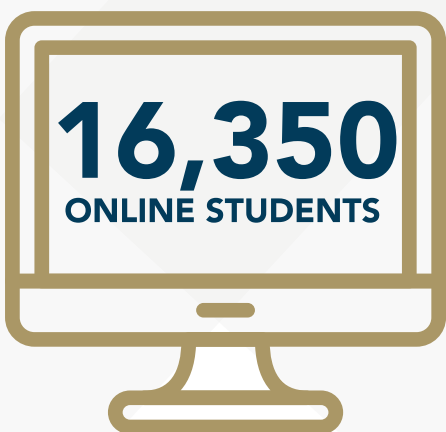
The Vernon Malone College and Career Academy is a cooperative innovative high school – a partnership with Wake County Public Schools. It provides a strong academic foundation along with training in career programs such as biopharmaceutical technology, collision repair, cosmetology, multi-trades technology, nurse aide, simulation & game development, and welding. Students earn college credits toward an associate's degree, diploma, or certificate while completing the requirements for high school graduation. Wake Tech also offers evening classes for adults pursuing degrees or career advancement.

# THE SEARCH FOR A NEW PRESIDENT

WAKE TECHNICAL COMMUNITY COLLEGE

## POINTS OF DISTINCTION

- The College serves nearly 74,000 students annually. **One in 10** Wake County adults attends WTCC.
- Wake Tech is the **largest** of North Carolina's 58 community colleges, based on full-time equivalent enrollment. It is consistently among the **fastest-growing** community colleges in the country, according to Community College Week.
- The College is the **#1 destination** for graduates of the **Wake County** Public School System. Nearly one-quarter of Wake County high school students attend Wake Tech after graduation.
- Wake Tech graduates who transfer to four-year universities in the UNC system have a **higher average GPA** after one year than the native juniors.
- Wake Tech health sciences students perform exceptionally well on **licensure and certification exams**, with over **90%** passing on the first attempt.



**MORE** than **ANY**  
Community College in North Carolina

- In 2017, Wake Tech was named the **#1 online** community college in the nation by Best Value Schools, a U.S. News & World Report publication. The College enrolls **more online students** than any other community college in North Carolina.

**90%**  
**OF CAREER  
PROGRAM  
GRADUATES  
ARE  
EMPLOYED  
WITHIN  
90 DAYS**

- The institution is an **unparalleled engine of economic and workforce development**, providing training and continuing education to more than **40,000 students last year**. It is the go-to provider for business, public safety entities and many other employers.
- The College is a **major factor in employer recruitment**, with its training and workforce development programs being a key factor in winning competitive location decisions.
- WTCC is extremely proud of its award-winning **Applied Benchmarking** program, which has served as the catalyst for an amazing array of innovative, continuous improvement initiatives. This unique program won the 2014 prestigious **Bellwether Award** from the Community College Futures Assembly. Applied Benchmarking now boasts a million-dollar endowment and is named for President Scott.
- A leader in sustainability, the College established the first campus in the nation with all buildings **LEED®-certified** by the U.S. Green Building Council.
- Victory Media has designated the institution as a **Military Friendly School®**.
- The Southern Association of Colleges and Schools Commission on Colleges reaccredited Wake Tech in 2014 with no **recommendations** for improvement.



¼ OF WAKE COUNTY  
HIGH SCHOOL GRADS  
CHOOSE WAKE TECH



- Wake Tech led the way in **public safety** by becoming North Carolina's **first community college** to have a **training facility accredited** by the Commission on Accreditation for Law Enforcement Agencies (CALEA®). Wake Tech has trained **all NC Highway Patrol officers** across the state and runs the College's law enforcement agency in-house.
- Wake Tech was the **first community college** in the state to earn **accreditation** for its **Health and Fitness Science** offering from the Commission on Accreditation for Allied Health Programs.
- **New program development** is a hallmark of the institution's brand. WTCC was the **first community college in the country** to offer a degree in **Business Analytics**. It broke new ground in North Carolina by launching the **first degree in Healthcare Simulation Technology**.
- Employers hold Wake Tech students in high esteem. **Ninety percent** of students in career programs are employed within 90 days of completion.
- The College is governed by an **incredibly talented, diverse, and accomplished Board of Trustees**. Four each are appointed by the Governor, the Wake County Commissioners, and the Wake County Board of Education.
- **Community engagement** is one of many areas in which Wake Tech excels. This connection is reflected in repeated passage of College bond issues, with support consistently around **70%**. The Wake County Board of Commissioners has invested significant funds in Wake Tech programs and initiatives, recognizing the transformative effect it has on the local economy and quality of life.

- To quote an adult learner, Wake Tech believes all students can **learn**. Among many manifestations of this ethos, the College continues to offer educational opportunities to students who have intellectual challenges at a time when other institutions have abandoned such programs.
- Full-time faculty and staff are encouraged to donate **20 hours** of work time each year to a worthy cause of their choosing. The College community generated **8,000 hours of volunteer service** this year.
- The **Wake Tech Foundation** is enjoying unprecedented success, raising a **record** \$6.48 million in fiscal 2018, an **80% increase** from just three years ago. The Foundation is supported by over 480 companies.
- WTCC's excellent recruitment practices have been integral to its success. In a recent Community College Customer Service Audit, the institution scored **above the cohort** in the following categories: Welcome and Campus Navigation; Application and Admission; and Placement Testing.
- Wake Tech offers **nine sports** and student-athletes have distinguished themselves in national tournaments and the classroom, where 60 have made the Dean's List.
- WTCC's budget has grown dramatically to over \$240 million, paralleling its enrollment trajectory.
- The institution is in a **strong financial position**, running surpluses every year.
- Wake Tech's **dynamic culture** features innovation, futuristic thinking, action, integrity, confidence, humility, diversity, accessibility, sharing, a relentless focus on students, high expectations of all learners, continuous improvement, an emphasis on the community, friendliness, service and a work ethic for others to emulate.
- In a June 29, 2018, Wall Street Journal article titled, "Big Tech's Hot New Talent Incubator: Community College," Wake Tech was cited for its leadership in building **partnerships with the tech** community.

**20%** OF WAKE TECH  
STUDENTS

already have a  
**BACHELORS DEGREE**  
or **HIGHER**



# 2016-2017 Enrollment

Curriculum Enrollment 2.25% increase over the previous year.



31,472

Workforce Continuing Education Enrollment



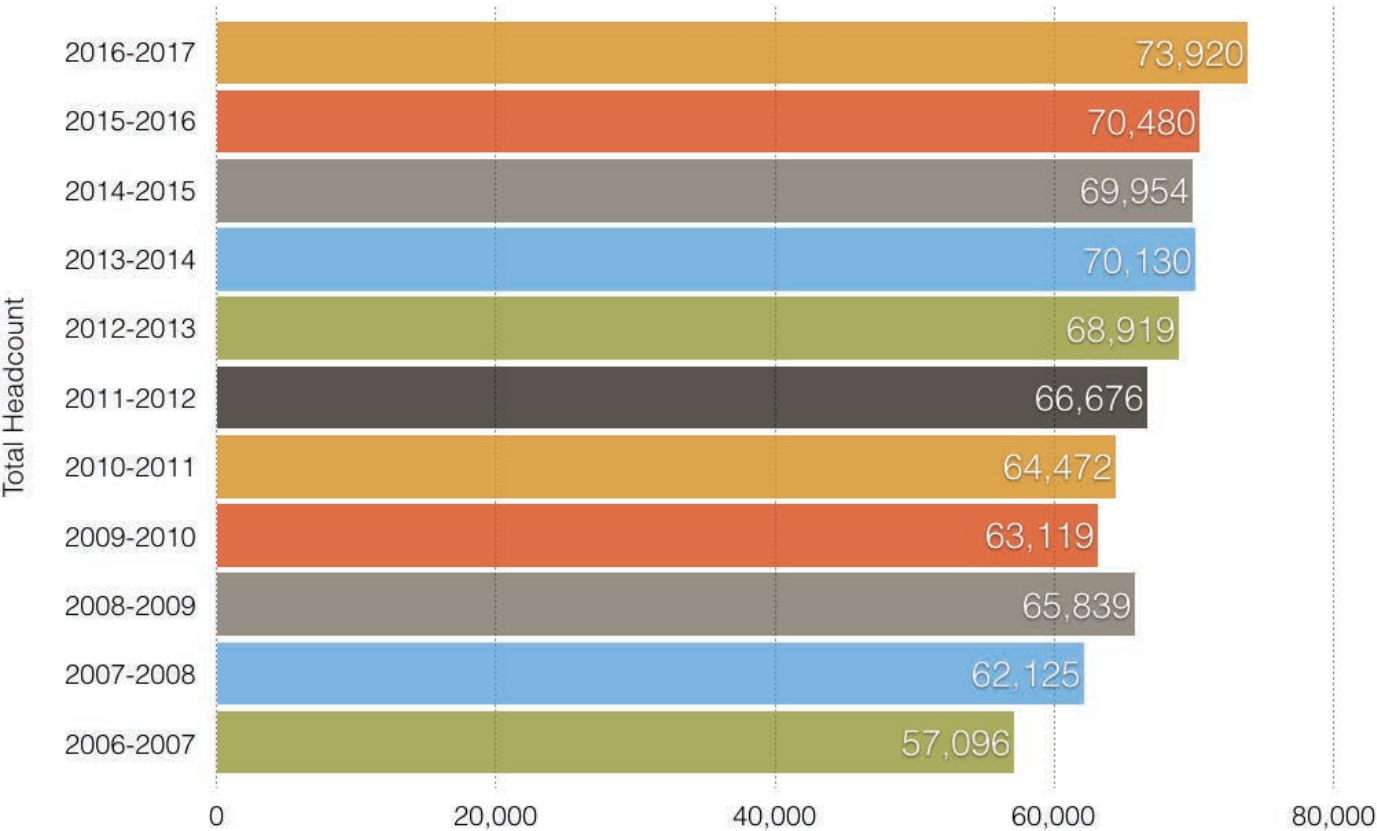
42,448

APPROXIMATELY  
**74,000**  
STUDENTS

One of the  
**FASTEST-GROWING**  
community colleges in the U.S.

s e r v i n g  
**1 in 10**  
WAKE COUNTY ADULTS

## Headcount Growth



# THE SEARCH FOR A NEW PRESIDENT

## WAKE TECHNICAL COMMUNITY COLLEGE

### Wake County, The Greater Raleigh Area and The Research Triangle Region

The next Wake Tech Community College president will live in a truly incredible place. The College is in Wake County, the seat of which is Raleigh, also the capital of North Carolina. The metropolitan area is known as The Triangle, named for the world-renowned Research Triangle Park, a spectacular locale where opportunity abounds. When this economic dynamism is combined with Wake County's beauty and easy access to North Carolina's marvelous beaches and the breath-taking Blue Ridge Mountains, the region offers a remarkable home for the new president.

- In 2016, Forbes recognized Raleigh as one of the nation's three best cities for **business and career**. That same year, the magazine named Raleigh one of the country's four best **cities for mid-career professionals** and one of the five best **cities of the future**.
- Continuing with accolades from Forbes, the publication ranked Raleigh as the second easiest city in America in which **to find a job** (2015); the third best city for **young professionals** (2016) and the ninth-fastest **growing city** (2016).
- The New York Times cited the region as a top-two U.S. area for the **highest number of tech jobs** and Business Facilities placed it in the top-four for **tech start-ups**.
- The Raleigh metro area is home to 39 **Fortune 500** companies (Forbes 2018 Fortune 500 List).
- The Triangle hosts many **clean tech** firms helping to lead a revolution in grid modernization, transportation, water, and sustainability – See <http://www.researchtriangle.org/>.



- Raleigh was cited by City Lab as a top-eight leading American metro for **biotech investment** (2016).
- In 2017, MoneyRates identified Raleigh as the number two city in the United States for **young entrepreneurs** - See <http://www.raleigh-wake.org> <http://www.workinthetriangle.com>.
- Realtor.com rated Raleigh as the nation's eighth best **housing market** for 2017.



- Raleigh is experiencing **unparalleled growth**. The region's population is expected to **double by 2030** (U.S. Census Bureau, Population Division).
- WalletHub rated Raleigh as one of the three **best large cities** (2016).
- In 2016, Travel & Leisure named Raleigh the nation's ninth **favorite city**.
- U.S. News & World Report recognized the Raleigh-Durham metropolitan area as the country's third best for **access to health care** (2016).
- According to North Carolina Health Rankings, Wake County ranked as the **healthiest one in the state** (2016).



- Money Magazine designated Apex, another Wake County city, the **best one** in which to live (2015).
- USA Today highlighted Raleigh's art district as one of **America's top 10** (2015).
- The Greater Raleigh area offers an amazing array of **things to do**, including restaurants with fare to suit anyone's taste, live music of all genres, museums, and exhibits galore, a lively nightlife and more – See <https://www.visitraleigh.com/>.
- **Sports** are a huge part of the Triangle's culture with professional and college teams, featuring intense rivalries, including three Atlantic Coast Conference schools, always a topic of conversation.
- WalletHub placed three Triangle cities among the country's 13 **most educated** – Raleigh, Durham and Chapel Hill (2015).
- For the 12<sup>th</sup> consecutive year, The Wake County Public School System boasts the highest number of **National Board-Certified teachers in the country** – See Carolina Parent (February 2018).
- **Higher education** is a key competitive advantage for Wake County and the Triangle. In addition to Wake Tech, the region features research universities, private colleges, historically black institutions, both public and private, and other community colleges that serve Durham and Orange Counties.

The Raleigh metro area's culture champions innovation and diversity. As one example among many, City Commentary ranked it sixth in the nation for patents per 100,000 in population (2017). The region's creativity is fueled by its diversity. According to WakeGov.com, the county gains 42 people per day due to domestic and international migration. They are welcomed as new residents of an already diverse area, where people of varying backgrounds contribute to the local economy and quality of life.

From its rich history and diverse culture to its innovative industries and breath-taking natural beauty, there are countless reasons to live and work in Wake County.



COURTESY: GRCVB/VISITRALEIGH.COM

## OPPORTUNITIES FOR THE NEW WAKE TECH PRESIDENT

### Transformational Leadership/Strong Communication

The new president of Wake Tech will lead an institution that has built an incredibly strong foundation. And as the College and community transitions to new leadership, there will be opportunities for programs and partnerships to continue to grow and develop. The new president must serve as a transformational leader for Wake Tech in looking towards the future. The disruption in higher education, the revolution in technology, the rapidly evolving needs of employers, and the continued growth in Wake County all demand this forward-thinking approach. As the president begins to carve out her/his leadership footprint, there will be change and transition accompanied naturally by uncertainty. The new president must show a sincere desire to be a part of the culture of Wake Tech's community and compassion to move through this change. S/he must be visible across the campuses and community; the presence of the president is the presence of Wake Tech.

Strong communication must also serve as the standard for the new president. The administration, faculty, staff, and students look to the president for clear, consistent messages about new initiatives and changes. A commitment to establishing and maintaining frequent communication with all constituents must be a priority.

### Adapting to Workforce and Community Needs

The next president must be a student of trends – demographic, technological, employer needs, and other key indicators and lead the College to respond to these changes with new or expanded offerings, whether they be degrees, certificates, training, or professional development programs. Wake Tech is seen as the go-to institution for training and workforce needs and the next administration must build on that brand. The College is critical to filling the talent gap created by growth and technological changes.

The new president must have an instinctive willingness to innovate. S/he must be able to assess and use inquiry and evidence that guide decisions and be persistent and nimble in implementing new initiatives. Keeping an eye on demographics and future growth predictions, the president must be deeply engaged in meeting the needs of the local industry and community. The College cannot risk being reactive, or playing catch-up, in this arena. Wake Tech must stay ahead of the curve and understand and meet the needs of the local industry and community.

Programmatic decisions must be based on data and the goal of providing a holistic experience for the students while meeting the demands of the market: this may require taking a hard look and asking incisive questions.

### The College's Mission, Vision, and Values

The mission of Wake Technical Community College is to improve and enrich lives by meeting the lifelong education, training, and workforce development needs of the communities it serves; to promote individual success in the workplace and in higher education; and to increase entrepreneurship as well as cultural, social, and economic development. Staying true to this student-centered mission and leading by example, the president of Wake Tech must think strategically about the future of education and what learning will look like in 5-10 years. The status quo will not be good enough – this will be a new era for Wake Tech, but one that is grounded in the mission of this great institution, its values of accountability, respect, responsibility, critical thinking, communication, and collaboration, and its vision to exceed the expectations of its stakeholders for effective lifelong education, training and workforce development through world-class programs and services.

At the same time, the next president will bring fresh perspectives to his or her new responsibilities. To the extent the president and his or her colleagues believe that a new vision is called for in the face of changing circumstances, it must be developed and proclaimed through a collaborative process that seeks input from the College's board, faculty, staff, and other stakeholders.



## Building Connections

### *One Wake Tech*

Although growing in size and complexity, the Wake Tech community has not lost its personality and intimacy: the faculty, staff, and students are proud of the sense of family that permeates all of their work. The new president will be welcomed into this family and must have a strong dedication to faculty and staff and understand and value the importance of their individual contributions. Continuing to focus on, and strengthen, employee morale and commitment will serve to reinforce an important aspect of the Wake Tech culture.

After such exponential growth, the new president must have a strong ability to unify and prioritize both the curriculum and continuing education sides of the house. These areas of the College are critical in meeting the needs of students and industry - education and training can be seamless, not separated - and there is an opportunity for breaking down the existing divisions and greater communication and understanding of what these programs do and how they can work together.

## Funding and Resources

In an environment familiar to many higher education institutions, funding and resources are a top priority. As a result, the president must advocate for continued and increased financial support for faculty and staff salaries. Wake Tech prides itself on its academic rigor and this success can be attributed in large part to the outstanding faculty across all programs. To remain competitive in an area saturated with numerous higher education institutions, the president must make concerted efforts to attract the strongest faculty, staff, and subject matter experts.

In addition, Wake Tech's exciting, skyrocketing growth has placed new demands on faculty and staff. The new president and his/her team should conduct a careful analysis of human resource needs in light of the growth and make informed, prudent decisions that balance student needs, financial stewardship, and the quality of work life.

## Strategic Planning

The successful candidate will arrive during an opportune time in the College's proposed strategies for the future strategic plan. The campus has begun brainstorming the new strategic plan and has focused on listening, strategizing, and planning through an adaptive, collaborative process this year. Phase II is now under way and "scanning" will be complete by February 2019. The new president will be a part of this important step in the early stages of building the strategic plan. Strategies for implementation of the final, approved plan will begin in 2020.

## Online programs

Online and hybrid learning have been high growth areas and will be a priority in the next administration. More students turn to Wake Tech for online education than any other North Carolina community college. Wake Tech Online offers more than 100 programs, including the Associate in Arts and Associate in Science for college transfer, and career programs that include Business Administration, Criminal Justice, Early Childhood Education, and Mobile Applications Developer. The college's EPIC initiative, designed to improve student success in online classes, requires a special teaching certification for online faculty and an eLearning Introduction course for new online students.

Efforts are currently underway to research the continuing needs of online programs. Major foci will be placed on enhancing and strengthening the online learning experience and options for students. The College recognizes that the needs of forward-thinking 21st century students are changing, and Wake Tech's online program must be developed to prepare for, and address, these needs.

## Building More Efficient Processes

In addition, numerous processes across the College are being reviewed in an effort to move toward more modern technological systems and create more efficiency in workflow. The new president will assist in communicating the standardization of these processes as they are implemented.

## Governance and Leadership

Understanding the sprawl and complexity of this incredibly large institution and its impact on the city, county, and state will be an initial challenge for the new president. Priority must be placed on getting to know every campus and program as well as all of the external constituents.



## Investing in Leadership

The new president will join a culture and internal community which highly values leadership and professional development. Continuation of this focus and the ability to identify and grow leaders within this community will be of critical importance.

The College recently implemented a system of Participatory Governance which will also look to the new president for guidance and involvement. The president's frequent engagement with these processes will assist in establishing trust with the College's faculty and staff.

## Organizational Structure and Technological Innovations

Every organization should frequently examine its structure and processes to ensure that it is maximizing the efforts of its people. That is certainly true in Wake Tech's case because of its rapidly-evolving marketplace and meteoric growth. Accordingly, the new president should evaluate these elements to determine if there are recommended changes that would further optimize the dedicated efforts of faculty, staff and administration. The new president must embrace new technologies and continue to encourage employees to understand and grow with technological innovations as well.

## Curriculum Program Enrollment

Recently, curriculum program enrollment numbers have plateaued. The new president must work to continue to attract and retain underrepresented students in the curriculum programs by paying close attention to demographic shifts and the demands of these student populations. There is strong potential for a more seamless bridge between Wake Tech's basic skills programs and the opportunity for students to streamline into the curricular programs. Awareness of these potentially untapped resources will assist in the ability to address future changes in enrollment.



## Celebrating Diversity

The new president must live a commitment to enriching the campus community with global perspectives and diversity in all its forms. The number of international students at Wake Tech continues to grow; 87 countries are currently represented. And Wake Tech is proud of the diversity of its student body. The College is committed to recruiting a diverse, high-quality workforce dedicated to meeting the higher education and training needs of our community. The next president must continue to focus on enriching and expanding the diversity of the faculty, staff, and administration. A more diverse academic climate will continue to enable Wake Tech's students to live and lead in the world beyond the College.

## Political Landscape and Policy

Financial support from elected and appointed governmental officials as well as the public at large is critically important to Wake Tech's success. The next president must be adept at maintaining and even strengthening this support, one key to which has been a non-partisan approach. In developing and building these relationships, the new president must have broad awareness of political dynamics and be able to work nimbly and effectively with the General Assembly.

There is and will be competition for limited resources. Careful progress focusing on a willingness to collaborate, continued open dialogue, and partnerships regarding how resources are prioritized must serve as the focus in order to establish and sustain these critical relationships throughout the county and state.



## DESIRED ATTRIBUTES, EXPERIENCES, AND CREDENTIALS

Committed to building on existing strengths and poised for continued growth and success, Wake Tech seeks a new president who will provide visionary and strategic leadership. The desired attributes, experiences and credentials listed below were gathered during extensive listening sessions with Wake Tech trustees, faculty, staff, administration, students, and community leaders throughout the county. Nearly 450 survey respondents also contributed to the development of these items. A substantial track record of higher education leadership and/or managerial, business achievements is preferred. Personal characteristics of confidence, authenticity, and charisma are crucial. The successful Wake Tech Community College president should also:

- Have the ability to build the confidence of the administrative team, faculty, students, staff, alumni, and the greater Wake County and Raleigh communities through **sustained, transparent, and visionary leadership** that will **inspire and engage**:
- Be a **visionary with wisdom**, who will work collaboratively with stakeholders to craft a shared agenda for the institution's future, reflecting **passion and strategic, analytical thinking**. S/he must be able to **articulate** that vision clearly and persuasively so others are motivated to **execute** it successfully.
- Be an **innovative, energetic, charismatic, courageous, and entrepreneurial** leader who is willing to take **calculated risks** responsive to the disruption in higher education.
- Demonstrate a track record that evidences substantial progress in **academic quality; student engagement, success, and completion**; as well as **institutional growth**.
- Be gifted in **building relationships** with people from all walks of life.
- Strengthen and build new **partnerships** with employers, educational institutions, and others interested in collaborating with the College.
- Be skillful in working with a dynamic **board** that is fiercely dedicated to the College's mission of changing lives.
- Be gifted with exceptionally high levels of **emotional intelligence**. The importance of this dimension cannot be overstated.
- Have a **presence** that inspires confidence and buy-in. S/he will also exhibit genuine **humility** and **share credit naturally**, along with **sincere appreciation** for the dedication of colleagues.
- Be visible and accessible. Students, faculty, staff, and other stakeholders will want the president to **spend time** with them, **care** about them as people, **respect** them as professionals and **empower** them to be successful. Recognizing the many demands on the president's time, **visibility** and **accessibility** will be crucial to a successful transition and ongoing support.



- Be a champion for the College's mission of **access** for learners of varying ability and financial means.
- Celebrate WTCC's and the broader community's diversity. The successful candidate will be an advocate for **diversity** and **equity** in all respects.
- Be an **advocate** for education for **all students**; have compassion to understand and serve the needs of all learners seeking to **better their lives**.
- **Excel** at all forms of **communication**, including speaking, writing, and listening. The board, faculty and staff shall be **kept informed** of important institutional topics. **Transparency** must be a hallmark of the administration.
- Have sophistication in the application of information technology.
- Be **change-agile**, while simultaneously understanding and respecting the best practices that exist at Wake Tech, such as Applied Benchmarking.
- Have the highest levels of **integrity** and welcome **truth from others**, even if it may be difficult to hear.

# THE SEARCH FOR A NEW PRESIDENT

## WAKE TECHNICAL COMMUNITY COLLEGE

- Have a significant amount of senior level experience in **large, complex** institutions, with **multiple** locations. Past leadership in a comprehensive **community college setting** and **teaching experience** are preferred. At the same time, candidates who have successfully led **other types of organizations** are welcomed and will receive serious consideration. These candidates often bring excellent leadership ability and a fresh approach to opportunities and challenges.
- Be well educated and very intelligent. An **earned doctorate** is the preferred credential.
- Be constantly looking for ways to be more **efficient** and **effective**.
- Have a successful track record of **fundraising** or aptitude for this vital area.
- Have a keen sense of **marketing and public relations**.
- Be a **team-builder**. S/he must hold himself, or herself, and others **accountable** for goal attainment.
- Attend to matters in a **timely fashion**, while **delegating** appropriately. At the same time, the new leader must display **patience** when the situation calls for it. A **long-term** perspective is essential for success.
- See this presidency as a **long-term opportunity**.
- Either understand **Wake County** or demonstrate the ability to be a quick study of the region's culture, which varies between rural and urban areas. The next president must be extraordinarily **community-oriented** and wish to give back to the College's home county.
- Aspire to take the College to even greater heights among its peers. Wake Tech is the **leading community college** in North Carolina and is one of the premier institutions in the country.



Lead the way.

## APPLICATION PROCESS

The Presidential Search Committee will begin reviewing candidate materials in the first week of October and will continue through late October. Although applications will be received until the position is filled, materials should be submitted by Monday, October 15 to receive the most favorable consideration. Final selection will be made by early December, and the new President will be invited to begin work on or about January 2, 2019.

Wake Tech is committed to recruiting a diverse, high-quality workforce dedicated to meeting the higher education and training needs of our community. Women and persons from unrepresented groups are encouraged to apply.

**All material will be received in full confidence  
and should be submitted electronically to:**

**[WTCCPresident@agbsearch.com](mailto:WTCCPresident@agbsearch.com)**

**Please address the letter of candidacy to:**

Mr. Thomas F. Looney, Chair, Board of Trustees and Chair, Presidential Search Committee

### **Applications must include:**

- ☐ A letter of candidacy responding to the College's list of desired attributes identifying the candidate's experiences in the context of the opportunities for the new President;
- ☐ A complete CV or resume;
- ☐ The names, phone numbers, and email addresses of three references, none of whom will be contacted without permission of the candidate.

**Inquiries and nominations should be directed to:**

Frederick V. Moore, J.D./M.B.A.  
Executive Search Consultant  
AGB Search  
[fred.moore@agbsearch.com](mailto:fred.moore@agbsearch.com)  
(712) 299-2544

Melinda M. Leonardo, Ph.D.  
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(919) 280-4901

**Information on the search is also available at:**

**[www.waketech.edu/presidential-search](http://www.waketech.edu/presidential-search) or [www.agbsearch.com](http://www.agbsearch.com)**

Wake Technical Community College is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, creed, color, religion, alienage or national origin, ancestry, citizenship status, age, disability, sex, marital status, veteran status, sexual orientation, genetic information, arrest record, or any other characteristic protected by applicable federal, state, or local laws.



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