

**VP OF TALENT AND
CULTURE/CHIEF
DIVERSITY OFFICER
SEARCH**
2024



WAUBONSEE
COMMUNITY COLLEGE



57 years



42k+ graduates



320k+ students served

BUILD ON A STRONG FOUNDATION

A vibrant four-campus community college in the western suburbs of Chicago, Illinois, Waubonsee Community College invites applications and nominations for the role of Vice President of Talent & Culture/Chief Diversity Officer.

TABLE OF CONTENTS

Mission, Vision and Values	2
District and Student Demographics	3
Campuses and Facilities	5
Accreditation and Academics	6
Student and Community Engagement	7
Strategic Direction	8
Leadership Agenda	9
Qualities and Qualifications	10
Nominations and Applications.....	12

OUR NAME AND ITS MEANING –

The college was named as part of a district-wide contest held in 1967. Waubonsee means “early dawn” or “early day” and comes from a Pottawatomie Native American chief who lived in the Fox River Valley during the 1800s. You can see the idea of dawn captured in the rising sun of the college’s logo.



WAUBONSEE
COMMUNITY COLLEGE

MISSION, VISION AND VALUES

MISSION

Waubonsee Community College provides exceptional learning through accessible, equitable, and innovative education. We are committed to enriching the lives of our students, employees, and community by working together to create opportunities to discover new passions, share knowledge, and embrace diversity.

VISION

Waubonsee Community College opens the door of knowledge, sparks imaginations, and enlightens lives through learning. We welcome the diverse abilities, goals, and experiences of individuals standing on the threshold of discovery. Our success is defined by the dreams we help shape, the opportunities we help design, and the futures we help create.

CORE VALUES

Quality — We constantly redefine what it means to be “the best,” seeking to improve in every area and exceed the expectations of those we serve.

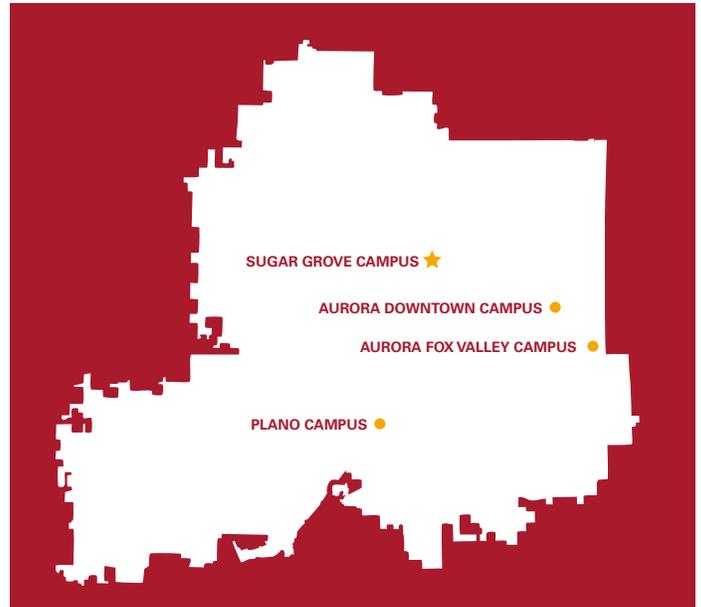
Value — We focus every resource directly on the search for learning, creating tangible benefits in everything we do.

Innovation — We are actively engaged on the frontiers of education, continuously improving the learning environment for our students and communities.

Service — We view the world from the perspective of those we serve — anticipating needs and striving to exceed expectations while demonstrating a caring, knowledgeable, consistent connection with each individual every time they meet us.

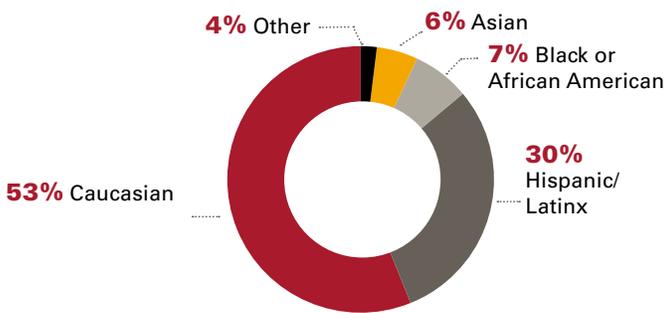
Accessibility — We remove barriers to learning formed by time, geography, education, culture, experience or beliefs to provide a full range of quality educational opportunities for all who can benefit.

DISTRICT AND STUDENT DEMOGRAPHICS



DISTRICT 516 —

425k+ RESIDENTS



624 SQUARE MILES

22 MUNICIPALITIES

The district's communities range from the more urban population center of Aurora, which is the second largest city in the state, to the smaller and more rural communities in the southwest portion of the district.

5 COUNTIES

Kane, Kendall, DeKalb, LaSalle, and Will

From 2010 to 2020, the population in these counties increased by more than **40k** residents. Since 2010, Kendall County experienced an **11.7%** population growth, and Kane County experienced a **3.7%** increase in population, bucking the state's overall trend of a **1.8%** decline.

12 PUBLIC HIGH SCHOOL DISTRICTS

8 PRIVATE HIGH SCHOOLS

OUR STUDENTS

11,524

credit students enrolled at Waubonsee

1,862

noncredit enrollments

20%

enrolled full-time

80%

enrolled part-time

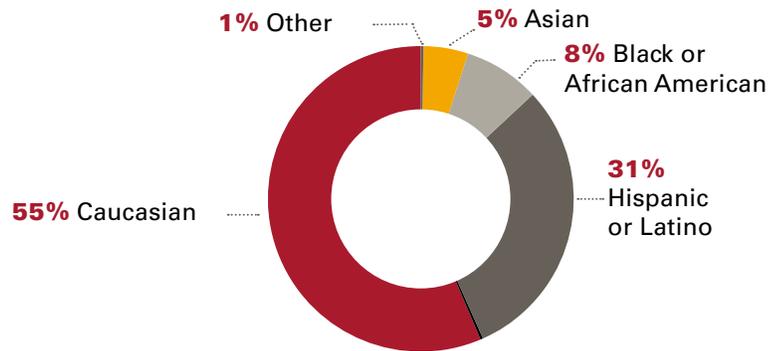
22

average age of a credit student

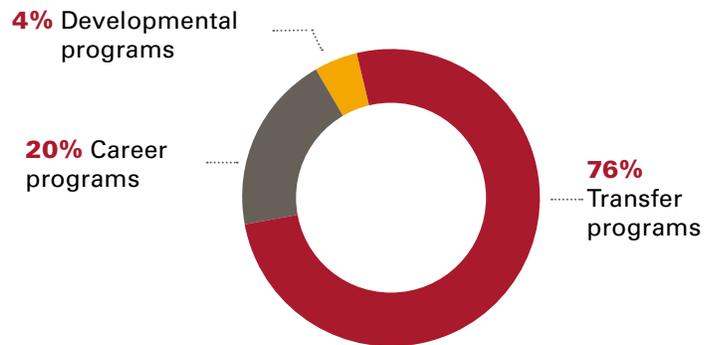
20:1

student-faculty ratio

STUDENT ETHNICITY



STUDENTS' ACADEMIC GOALS



Sources: ICCB/IPEDS and internal reports for FY2022 and FY2023.



BEING A HISPANIC SERVING INSTITUTION

With a student enrollment that is consistently more than 25% Hispanic, Waubonsee is proud to continue its designation as a Hispanic Serving Institution (HSI), originally received from the U.S. Department of Education in 2009. The college has been awarded three consecutive Title V Developing Hispanic Serving Institution Grants, which have been used to establish the Latinx Resource Center, among other equity and success-focused projects.



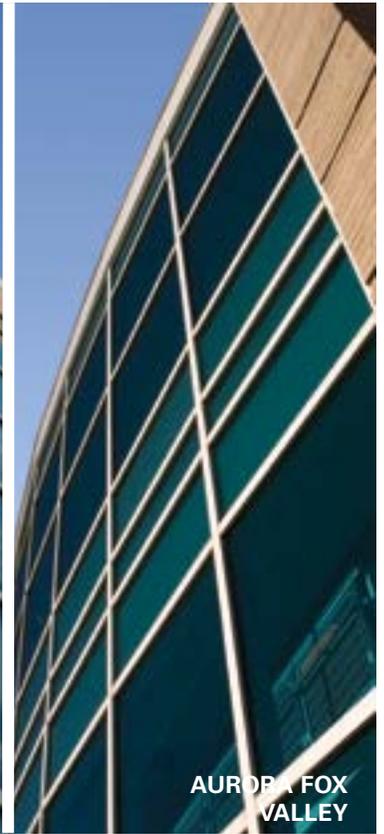
SUGAR GROVE



AURORA DOWNTOWN



PLANO



AURORA FOX VALLEY

CAMPUSES AND FACILITIES

SUGAR GROVE CAMPUS

On 243 beautiful acres in Sugar Grove sits the college’s main and only multi-building campus. While it was the college’s first campus, it has plenty of modern facilities, thanks to a 2020 College Master Plan that introduced five new buildings here between 2005-2015. Highlights include a one-stop Student Center, cutting-edge Science Building, classroom and event space in the Academic and Professional Center, and an athletics-focused Field House. This campus has also helped the college earn Tree Campus Higher Education recognition from the Arbor Day Foundation for 10 years straight.

AURORA DOWNTOWN CAMPUS

Located in the heart of Illinois’ second largest city, the Aurora Downtown Campus offers one-stop student services, transferable general education courses, and signature Associate in Applied Science (AAS) Degree and Certificate Programs. It is also the home of the college’s Adult Education programs, the Small Business Development Center, and the Latinx Resource Center.

AURORA FOX VALLEY CAMPUS

A specialized facility located on the campus of the Rush-Copley Medical Center, this building is focused on health care programs, and features state-of-the-art labs that give students hands-on, realistic experience with current equipment and procedures.

PLANO CAMPUS

This campus serves as the college’s Innovation and Design Center. As such, it houses a variety of programs including welding, computer aided design and drafting, cybersecurity, and more.

Thanks to the MyChoice program, students can choose to learn in five different modalities — face-to-face, online, hybrid, sync online, and flex.



ACCREDITATION AND ACADEMICS

ACCREDITATION

In 2017, Waubonsee was recommended for continued accreditation by The Higher Learning Commission. Waubonsee's accreditation is completed through the Commission's Open Pathway, which follows a 10-year cycle and focuses on quality assurance and institutional improvement. In July 2021, Waubonsee successfully completed the fourth year of the 10-year cycle known as the Assurance Review, a 125-page self-study report that is externally reviewed by a team of peer reviewers. The college met all five criteria with no concerns.

Go online to learn more –
waubonsee.edu/accreditation

PROGRAMS AND SERVICES

Transfer Programs:

Associate degree education consisting of communications, social and behavioral sciences, physical and life sciences, mathematics, humanities and arts, education, engineering, and other pre-professional fields designed to prepare students for transfer to baccalaureate degree granting institutions.

Workforce Education:

Business, health care, technical and professional education programming designed for entry-level employment, transitioning, retraining, and/or upgrading of skills to meet current and emerging employment needs and trends. Education and training opportunities include courses, programs, and contract training designed to meet the workplace needs of both individuals and organizations with an emphasis on skill building and improved productivity.

Pre-College Programs:

Courses, programs and services designed to assist academically underprepared students to be successful in the next level of education, including reading, mathematics, writing, college success, literacy, high school equivalency exam preparation (HSE), General Education Diploma (GED), Adult Basic Education (ABE) and English Language Acquisition (ELA)/ English as a Second Language (ESL).

Student Services:

Services designed to meet the holistic development of all students including counseling, advising, transfer planning, admissions, registration and records, assessment, financial aid, scholarships, career development, student life programming, intercollegiate athletics and assistance for students with disabilities.



QUALITY IN THE CLASSROOM

With the classroom experience so central to students' overall experience, Waubonsee is proud of the work of its 100+ full-time and 375+ adjunct faculty members. Many have furthered their teaching skills through the college's partnership with the Association of College and University Educators (ACUE).



95%

of Waubonsee students would recommend the college to a friend.

STUDENT AND COMMUNITY ENGAGEMENT

Waubonsee students join in a Fox River clean-up effort during the college's Day of Service.

CHIEFS ATHLETICS

As part of the National Junior College Athletic Association, Waubonsee's 14 sports teams compete in the Illinois Skyway Collegiate Conference. The Chiefs consistently vie for the conference's annual All-Sports Trophy.



STUDENT LIFE

Students can enrich their college experience by participating in one of 30 student organizations.

- Academic and honor societies
- Arts and culture clubs
- Student government

ENGAGING WITH EMPLOYERS

Waubonsee has long worked with local businesses on a variety of levels — providing training, gathering curricular feedback and guidance, connecting students to job opportunities, and more. This work has only become more important in recent years, expanding to encompass more work-based learning experiences, including popular apprenticeship programs.

CONNECTING WITH THE COMMUNITY

Waubonsee is not just a college, it is a community college. And that is something it takes seriously. Whether it's inviting the public to campus to enjoy a concert, art exhibit, or other event; having a presence at a local community festival; or something in between, the college is always looking to strengthen its community connections.

SERVING THE COMMUNITY

Student organizations typically log more than 200 community service hours each academic year. The college's Day of Service draws participants from all levels of the institution, and Alternative Spring Break is a unique opportunity for students to spend their break time making a difference.

STRATEGIC DIRECTION

STRATEGIC PLANNING

Given the recent rate of change at the college, it makes sense that its very approach to strategic planning would change too. To set immediate direction for the current fiscal year 2024, a Statement of Work was developed, viewable at waubonsee.edu/statement.

Two of the key strategic items from that Statement of Work are:
1) develop a new strategic plan for the future of Waubonsee, and
2) organizational continuous improvement analysis

Waubonsee is currently evaluating proposals from potential strategic planning partners in the hopes of launching a bold new strategic plan for the college and its community in August 2024.



MEASURING OUR PROGRESS

The College Scorecard is a quantitative measurement of the institution's ability to execute against its strategic plan. It was created to provide the community with a snapshot of how Waubonsee is performing in the key areas of student equity and success, community connections, and employee and organizational excellence. To ensure the utmost transparency and accountability, as many metrics as possible are from publicly available data sources and are updated on an annual basis to reflect the most current data.

View the latest College Scorecard at waubonsee.edu/scorecard



ACHIEVING THE DREAM

To leverage our progress and institutional learning from our current strategic plan and student success initiatives, Waubonsee has partnered with Achieving the Dream. Our goals for this partnership are to: expand our strategic focus from the college to the community to maintain impact and relevancy; to identify key data points to measure as a mark of progress; and to support the development and enhancement of programs and services that result in equitable learning for students and our community. A college-wide data summit was held in October and provided a kick-off to the next steps.

LEADERSHIP AGENDA

AN EXCITING NEW POSITION AT THE DAWN OF A NEW ERA

Waubonsee Community College's ("WCC") dynamic new President, Dr. Brian Knetl, and The WCC Board of Trustees are making a strategic investment in vital areas that are integral to WCC's future success with the creation of a new position – the Vice President of Talent and Culture & Chief Diversity Officer ("VPT"). This exciting new executive post offers the successful candidate the opportunity to make a very significant impact on WCC. With the presidential transition, two new vice presidential positions, and a new person in the role of Vice President for Finance and Administration and Chief Financial Officer ("CFO"), a new era is dawning. At the same time, the college is fortunate to have two long-standing members of the executive team — a good mix of fresh approaches and deep knowledge of and experience at WCC, a combination that will benefit the VPT.

CULTURE

Throughout the listening sessions that formed the basis for this Search Profile, participants extolled the dedication of faculty and staff to WCC'S mission and student success. They also consistently spoke of their admiration for their colleagues and the value they place on relationships with them. These attributes provide a strong foundation for the next step in the evolution of WCC's culture. The new VPT will have the chance to work with colleagues to lead change management initiatives toward enhanced (i) openness and transparency; (ii) communication across the WCC community of learners; (iii) receptivity to new ideas, and (iv) an ethos where an authentic expression of self is encouraged. The VPT will have the opportunity to work closely with the Provost to integrate the student experience with a focus on campus culture. The VPT will also play a critical role in facilitating the adjustment to a new era of leadership and ways of doing business, factors that are interwoven with cultural change.

DIVERSITY, EQUITY AND INCLUSION

WCC is dedicated to DEI. It is rightly proud of being a Hispanic Serving Institution and has been the recipient of three Title V grants, building equity and helping scale projects that lead to increased completion rates for Latinx and adult students. More broadly, the college boasts a student body that is 45% diverse. WCC also offers celebratory events and groups for underrepresented populations.

Notwithstanding these attributes, President Knetl and numerous listening session participants urge a reinvigoration and revitalization of WCC's DEI efforts, a sentiment that has led to the creation of this new vice-presidential position. Accordingly, the VPT will be able to provide strategic leadership for college-wide conversations, strategies, and

initiatives that move WCC towards being a cultural leader where members of this community of learners fully realize and live their authentic selves and experience an increased sense of belonging. Enhanced diverse hiring and a reduction in turnover among underrepresented groups, implementation of the WCC Equity Plan, and collaboration with the Provost to reduce equity gaps and enhance student success will be areas of emphasis for the new VPT. This revitalized and reinvigorated program will likely lead to worthy financial investments, which will be balanced effectively with the excellent fiscal stewardship for which WCC is justifiably renowned.

TALENT ACQUISITION AND RETENTION

In addition to the VPT's vital leadership in cultural evolution and DEI, they will lead WCC's Human Resources Department. These three key areas of responsibility are linked in important ways and provide synergistic opportunities for the new VPT and colleagues to lead WCC into a new era. WCC follows a best practice of regularly surveying faculty and staff to assess levels of engagement. The results from these surveys and other resources will provide a rich amount of data and perspectives that can serve as a guide for foci in HR. President Knetl and listening session participants consistently pointed toward specific topics that can serve as areas of emphasis for the VPT. The new leader can expect strong support from colleagues as they concentrate on this set of issues:

- A comprehensive workforce analysis
- A review of "the future of work," and its implications for WCC, including remote work
- Career laddering and professional development
- A compensation study
- Streamlining business processes with technological enhancements and other means
- Wellness and well-being
- Enhanced recognition of the contributions faculty, staff and administrators make to WCC's mission

STRATEGIC PLANNING

WCC is embarking on an exciting initiative – the creation of a new strategic plan. The next VPT will be intimately involved helping to shape and implement the document that will feature cultural, DEI and talent considerations.

DEDICATED NEW COLLEAGUES

Throughout the listening sessions for this Search Profile, faculty, staff, and administrators proclaimed how much they value the life-transforming work they have the honor of doing with students. They also gave high praise to their colleagues with whom they do this noble work. The new VPT will join an extraordinary group of colleagues who are fiercely dedicated to WCC's mission.



QUALITIES AND QUALIFICATIONS

The Vice President of Talent and Culture (VPT) and Chief Diversity Officer at Waubonsee is a newly created leadership position with the important opportunity to work collaboratively with the President and college community to shape the organization's development; maintain employee and student health and wellness; and advance collegewide efforts in diversity, equity and inclusion.

Designated as a Hispanic Serving Institution (HSI) and committed to student success, WCC meets the diverse educational needs of the student populations it serves and focuses on an effective, diverse workforce to advance its mission. WCC continues to move toward being a leader with a college culture that creates a sense of belonging, supports employees and students in achieving their fullest potential, and promotes educational excellence. The new VPT will play a key role in these efforts.

The VPT will be a strategic, passionate, collaborative leader who is an organizational change agent and manager and who embraces the student-centered culture. This position reports directly to the President and has key responsibility for human resources and employee development; diversity, equity and inclusion (DEI); change management; and college and community engagement.

The most competitive candidates will understand the community college mission and have a background in organizational development, experience in DEI, and skill in change management. The VPT should have a working knowledge of human resources and employee development and key functions related to recruitment, hiring, development, retention, and evaluation of workforce talent.

A master's degree in Organizational Development or a related field is required. A minimum of 6 years of progressively responsible leadership experience in organizational development, or human resources, or DEI is required, with 10 years of experience preferred.

Higher education experience is preferred.

OTHER QUALITIES INCLUDE:

- An understanding of the shifting student demographics and learning needs in higher education and the capacity to drive cultural change, take calculated risks, and focus on workforce talent to meet educational needs and form a diverse, inclusive environment at an institution.
- Demonstrated experience in strategic planning with attention to workforce analysis; successful engagement of all constituencies to achieve strategic priorities for organizational development, talent development and management, and quality workplace/life balance.
- A proven record of leading effective DEI initiatives integrated successfully throughout a college culture; increasing institutional clarity; and creating a sense of belonging among students, faculty, staff, and administrators.
- A working knowledge of strategic enrollment management to support student health and wellness; the capacity to work in partnership with the Provost to develop initiatives that support students and integrate DEI throughout the student experience.
- Skill in addressing social, economic, and political impacts related to organizational development, change management, and DEI work; ability to bring about resolutions.
- Demonstrated experience in process improvements and policy development to promote effective talent recruitment, development and management, retention, and evaluation.
- An understanding of the development of an organizational career ladder to support internal employee promotions and succession planning.
- The ability to lead a collegewide compensation study that addresses appropriate classifications and levels.
- Evidence of work to secure grants and alternate revenue sources to support a new unit at a college.
- High emotional intelligence to initiate and manage change, resolve conflicts and issues, build trust, and empathize with colleagues in order to support organizational health and development.
- Effective oral and written communication skills, including the ability to listen to different groups and communicate effectively with a wide range of constituents.
- The ability to make well-informed decisions with the support of quantitative and qualitative data.
- Demonstrated experience building a new unit and leading diverse teams effectively and collaboratively to create initiatives and programming that advance the organizational health and development of an institution.
- A proven record of performing as an effective team member and developing collegial, productive relationships with other senior leaders at the college to accomplish key priorities in organizational development and DEI.
- Evidence of support for quality instruction, student success initiatives, and resources for faculty and staff development.
- The capacity to build successful relationships with business and industry, other educational institutions, and community organizations to enhance organizational development and DEI efforts.
- Professional and personal integrity and ethical conduct.



NOMINATIONS AND APPLICATIONS

To ensure full consideration by the Waubonsee Community College Vice President of Talent and Culture/Chief Diversity Officer Search Committee, applicants should apply by March 1, 2024. The search will continue until a new Vice President of Talent and Culture/Chief Diversity Officer is appointed.

Interested applicants should submit:

- A detailed letter of interest that should be addressed to the Vice President of Talent and Culture/Chief Diversity Officer Search Committee and focus on key elements of the profile,
- A curriculum vitae, and
- The names, email addresses, and phone numbers of five references (*none of whom will be contacted without the permission of the candidate*)

Submit To:

All application materials should be in PDF format and submitted through the AGB Search portal system at [Waubonsee Community College - Vice President of Talent and Culture/CDO](https://www.waubonsee.edu/vice-president-of-talent-and-culture/cdo).

Questions regarding the application process should be directed to WaubonseeVPTalentCDO@agbsearch.com.

Nominations and inquiries should be directed to:

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

Jeanne F. Jacobs, Ph.D., Executive Search Consultant
jeanne.jacobs@agbsearch.com
(937) 470-9068

Additional Information

Additional information about Waubonsee Community College may be found at www.waubonsee.edu

Information about this search is also available at: www.agbsearch.com/active-searches



WAUBONSEE

COMMUNITY COLLEGE

Sugar Grove
Route 47 at Waubonsee Drive
Sugar Grove, IL 60554
(630) 466-7900

Aurora Downtown
18 S. River St.
Aurora, IL 60506
(630) 801-7900

Aurora Fox Valley
2060 Ogden Ave.
Aurora, IL 60504
(630) 585-7900

Plano
100 Waubonsee Drive
Plano, IL 60545
(630) 552-7900

waubonsee.edu

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