

PRESIDENTIAL SEARCH

2022



WAUBONSEE
COMMUNITY COLLEGE



56 years.



41k+ graduates.



320k+ students served.

BUILD ON A STRONG FOUNDATION

A vibrant four-campus community college in the western suburbs of Chicago, Illinois, Waubensee Community College invites applications and nominations for the role of President.

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
Opportunities and Challenges.....	9
Attributes, Skills, and Experiences	11
The Application Process	13

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.

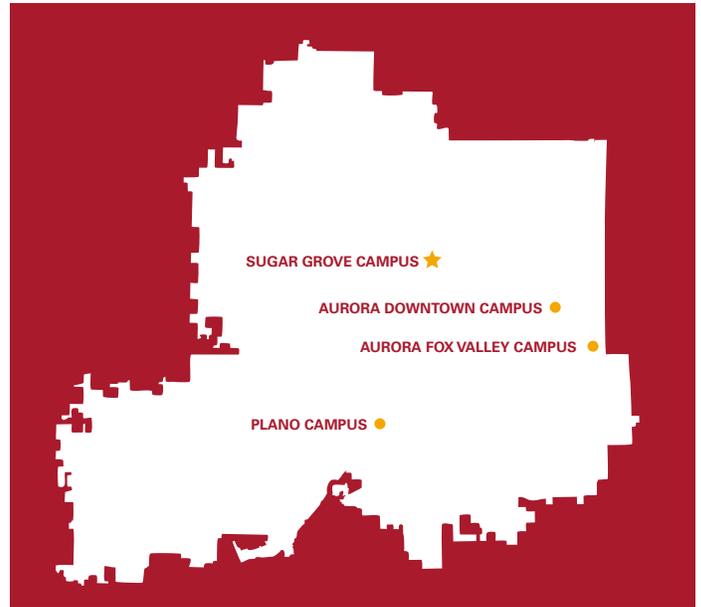
Value — We focus every resource directly on the search for learning, creating tangible benefits in everything we do.

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.

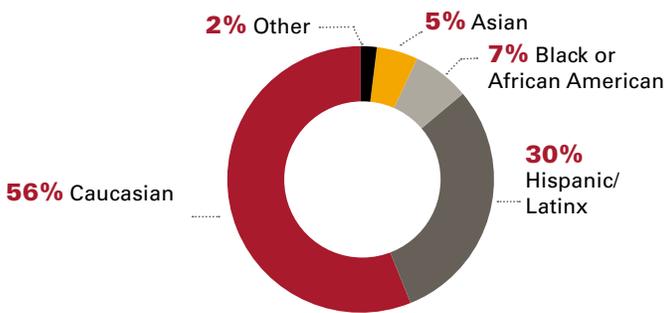
Accessibility — We remove barriers to learning formed by time, geography, education, culture, experience or beliefs to provide a full range of quality educational opportunities for all who can benefit.

DISTRICT AND STUDENT DEMOGRAPHICS



DISTRICT 516: DIVERSE AND GROWING

450k+ RESIDENTS



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.

624 SQUARE MILES

12 PUBLIC HIGH SCHOOL DISTRICTS

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.

8 PRIVATE HIGH SCHOOLS

OUR STUDENTS

11,795

credit students enrolled at Waubonsee

2,299

Noncredit enrollments

37%

enrolled full-time

63%

enrolled part-time

22.3

Average age of a credit student

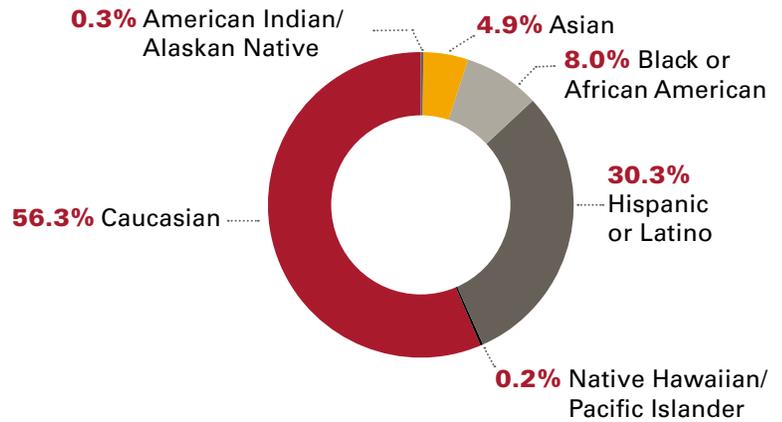
34.1

Average age of a noncredit student

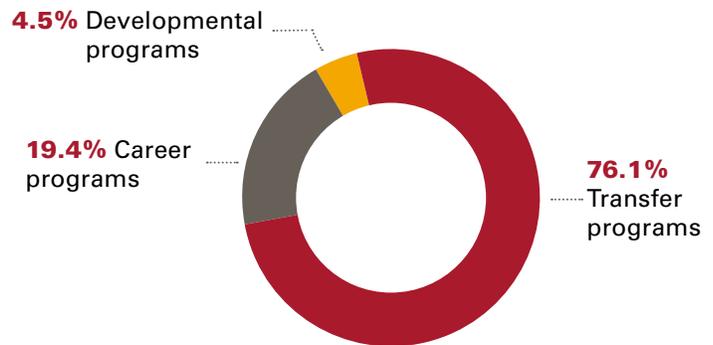
18:1

student-faculty ratio

STUDENT ETHNICITY



STUDENT GOALS



Sources: ICCB/IPEDS and internal reports for FY2021



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.



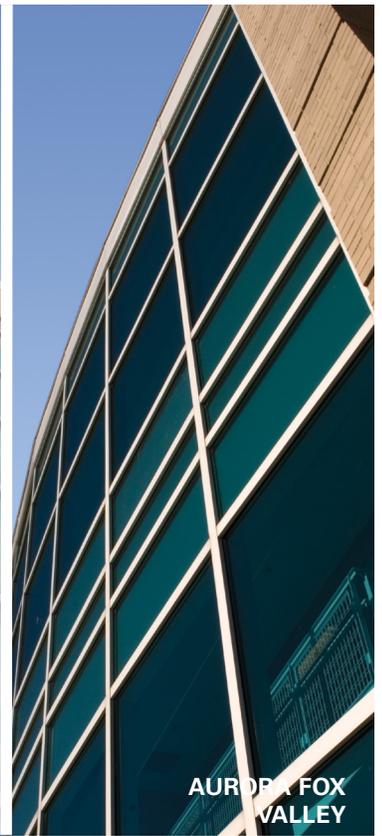
SUGAR GROVE



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).



MORE THAN

90%

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 40 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.

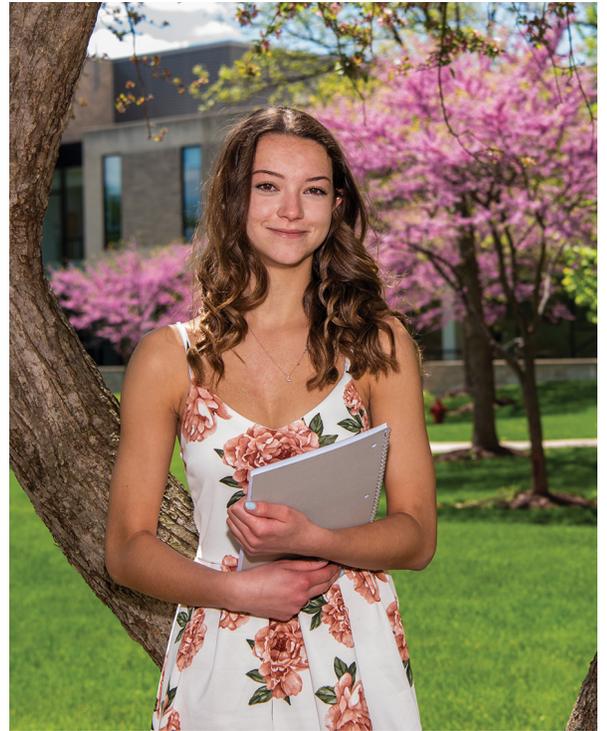
STRATEGIC DIRECTION

STRATEGIC PLAN PILLARS

Like most other institutions, Waubonsee's priorities and tactical plans have and will continue to shift based on the larger environment. What will remain the same is its focus on being the top choice for learning in the community. Guiding Waubonsee's steps to that goal are three strategic pillars:

- Student Equity and Success
- Community Connections
- Employee and Organizational Excellence

To read the college's current Strategic Plan, visit waubonsee.edu/StrategicPlan



MEASURING OUR PROGRESS

The College Scorecard is a quantitative measurement of the institution's ability to execute against the goals in the strategic plan. It was created to provide the community with a snapshot of how Waubonsee is performing in the key areas of finance, enrollment, and student satisfaction. To ensure the utmost transparency and accountability, all metrics included emanate from public reports.

View the latest College Scorecard at waubonsee.edu/scorecard

SUPPORTING PLANS: SEM AND EQUITY PLANS

Because they are so integral to Waubonsee's future direction and success, the key areas of strategic enrollment management (SEM) and institutional equity will soon have their own plans — separate from but supportive of the college's larger strategic plan. Much important work has been and will continue to be done in these areas in the coming year.





OPPORTUNITIES AND CHALLENGES

The next President of Waubensee Community College will join a new group of colleagues ready for an inspirational leader to build on the college's solid foundation and usher in an era of empowerment and innovation. Participants in the listening sessions that formed the basis for this Search Profile consistently spoke of their wish to be a beacon of creativity and transformation that other institutions emulate, while maintaining the financial stewardship that has made Waubensee a leader in this vital area. Breaking down existing silos will be integral to this effort.

ENROLLMENT

Community colleges across the nation have faced enrollment headwinds brought on by COVID and a highly competitive market for employers. Waubensee is no exception. The next president must focus on all aspects of enrollment, including traditional student recruitment and retention, equity gaps in student success, workforce and trade program opportunities that may also provide philanthropic benefits, partnerships that will expand dual enrollment, and greater visibility for grant-funded programs for adults.

A comprehensive needs assessment is worth consideration as a tool to identify new market-demand initiatives that can be delivered face-to-face, evening, weekend, online or in a hybrid format. Pending approval from the State of Illinois, Waubensee may be able to develop and offer four-year niche programs that will boost enrollment.

Additionally, the president will have the chance to work with colleagues to reach out to areas in the district that have been

underserved due to enrollment barriers. Waubensee secured a Title V \$3 million grant for Developing Hispanic Serving Institutions that will be an enormous asset in this effort across the institution. There are also locations in the district where an examination of enrollment trends should be helpful to effectuate a turnaround. Progress has already been made, with the development of a Strategic Enrollment Management plan and the creation of scholarships for adults. Those steps will provide a springboard to enhanced enrollment success.

A SHARED AGENDA

Higher education is confronting a tumultuous environment for a host of reasons. That context and other forces have challenged the development of truly shared goals among the Administration and the Faculty Council. The new president, in concert with other leaders, will have the opportunity to lead the facilitation of transition to an era where differences in opinion and collaboration are welcomed, and areas of authority are respected.

ACADEMIC INTEGRITY AND EXCELLENCE

The next president will be a champion for academic integrity. The president will have the chance to demonstrate support for faculty as they seek to ensure that students, no matter what program, have a quality learning experience and complete their Waubensee studies with the knowledge and skills they need to be successful in the world of work.

STRATEGIC PLANNING

Waubensee has developed an agenda for 2022-23 that extends the current strategic plan. Once they assume office, the new president should work with the board and colleagues to begin efforts toward crafting a new plan, informed by the Guiding Principles articulated in the [Vision 2050 document](#). Focus on a targeted number of priorities in the plan will enhance its successful implementation.

NEW CAREER AND TECHNICAL EDUCATION FACILITY

In 2025, the college will open a new 38,000-square-foot CTE facility. This magnificent addition to the college is an enormous competitive advantage for the institution's workforce and technical programs. This exciting development will broaden and deepen Waubensee's programs and service to students.



DIVERSITY, EQUITY, AND INCLUSION

Waubensee is designated as a Hispanic Serving Institution (HSI). With very diverse community populations, the college continues to increase its outreach and support to provide more students with the opportunity for a college education. The college is equity conscious and is proud to welcome and serve populations whose backgrounds differ from the majority. The college intends to increase its work in this area and has hired a Chief Diversity Officer.

Waubensee also established the Sustained Dialogue Series, designed to deepen the college's understanding of DEI topics in a supportive environment.

Faculty, staff, and students participated in more than 10 sessions last year, all centered on three sustained dialogue themes. Waubensee streamlined its cultural programming by establishing a new committee structure and also increased

funding for the events and programs. The Council for Access and Inclusion continues to meet and set DEI priorities for the college. Planning is underway to establish more robust training opportunities for the college and an internal policy review. As a result of the third Title V grant, the Latinx Resource Center staff were hired, paving the way for establishing the center at the Aurora Downtown location.

Diversity, Equity, and Inclusion will continue to be a priority for the college and the new president.

FINANCIAL STRENGTH

A hallmark of the college's history has been excellent financial management. For the 22nd consecutive year, the Government Finance Officers Association of the United States and Canada (GFOA) awarded the college a Certificate of Achievement for Excellence in Financial Reporting for its fiscal 2022 financial report. The institution carries a bond rating of Aa1 and is seen as the most solid community college in the state from a financial perspective. This prudence is enabling the college to fund the CTE facility with its own resources. It will also afford the new president the flexibility to make carefully targeted strategic investments key to the college's future.

TECHNOLOGICAL KEYS TO EFFICIENCY AND SERVICE

Like many institutions, Waubensee has a system where modernization and integration has led to improved efficiency, service, and quality of work life. The IT department will be creating a Technology Strategic Master plan and will conduct an assessment of the college's technology infrastructure to see what improvements might streamline vital functions. One example is the ability to extract and analyze data to inform decision-making across the college.

ADVOCACY WITH PUBLIC OFFICIALS

The new president will have the chance to build on President Sobek's positive track record in building relationships with public officials. As a public, nonprofit, taxpayer-funded institution, such relationships are crucial, and so prior experience in this realm will be a plus.

THE COMPETITION FOR TALENT AND THE GREAT RESIGNATION

Waubensee faces a challenging market for talent. Hiring and retention are difficult matters in this context. The college's Employee Engagement Plan, Diverse Hiring Plan, and other initiatives recently implemented and currently being created should help Human Resources and the leadership team to create systems that support the workplace of the future.

DEDICATED BOARD, FACULTY AND STAFF/COMMUNITY REPUTATION

The next president will have an incredibly dedicated board, faculty and staff who are passionate about the transformative work the college does with its students. The college also enjoys a strong community reputation, though it could enhance its visibility in its district. Still, Waubensee is an extraordinary place and represents a coveted leadership opportunity.



ATTRIBUTES, SKILLS, AND EXPERIENCES



The new president of Waubonsee Community College will be a compassionate, forward-thinking, collaborative leader who works effectively and in tandem with the Board of Trustees and college community to advance the institution's commitment to serve its community and meet the educational and training needs of diverse student populations.

Known for its nationally recognized programs and culture that is dedicated to students and student success, Waubonsee is positioned to build on its successes, expand its reach, and address current and emerging educational needs within the community. The next president will embrace the college's student-centered culture and aspirations to achieve even greater success in the future.

The most competitive candidates will understand the community college mission and have successful senior-level leadership experience either in higher education, or in other professional sectors--provided that the candidate can demonstrate the attributes, skills, and experiences detailed in the profile.

The next president must be skilled in working collaboratively and effectively with a variety of constituents, managing through times of uncertainty and change, embracing diversity, and achieving strategic priorities and goals to move forward.

An advanced degree is required; a terminal degree is preferred.

OTHER ATTRIBUTES, SKILLS, AND EXPERIENCES INCLUDE:

- The ability to be a forward-thinker with a capacity for calculated risk taking and innovation that is well-planned, implemented, and completed in order to move the college forward.
- Demonstrated experience with leading and managing a complex, multi-site/campus organization.
- The capacity for strategic planning and ability to engage all constituencies (*Board of Trustees, faculty, students, staff, administrators, and the community*) to gain support and achieve strategic goals.
- The ability to build and maintain collegial, productive working relationships with the Board of Trustees.
- Demonstrated experience in building effective, collaborative teams who work cohesively to identify opportunities that enhance the college mission and advance strategic goals.
- 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 understand and work in a collective bargaining environment.
- Teaching experience and/or an appreciation, respect, and deep understanding of the role of faculty in student success.
- Understanding and amplification of the role support staff play in the success of the college.
- The ability to be visible and accessible to students, faculty, staff, and the larger college community.
- The ability to be the face of the college and be an actively-engaged, recognized leader in the community.
- The capacity to advocate for the college with elected officials, policy holders, and government agencies.
- A working knowledge of enrollment trends and the ability to drive strategic enrollment management to address the recruitment, retention, and completion of diverse student populations at the college.
- Demonstrated experience in building and sustaining successful partnerships with business and industry, other educational institutions, and community organizations.
- Demonstrated experience with fundraising, including work with Foundations to continue building a culture of giving.
- The capacity to increase resource development and grant awards.
- Demonstrated experience with and commitment to diversity, equity, and inclusion (DEI).
- Demonstrated experience in developing budgets and exercising strong stewardship of financial resources.
- Ability to make well-informed decisions with the support of quantitative and qualitative data.
- Professional and personal integrity and ethical conduct.
- Strong work ethic and motivation to build a legacy of success.





THE APPLICATION PROCESS

Waubonsee's Presidential Search Committee will begin reviewing and evaluating applications as they are received and will continue to accept and review applications until the position is filled.

To ensure fullest consideration, candidates are advised to submit their materials by Wednesday, September 14.

All application materials will be received in full confidence and should be submitted electronically to:

WaubonseePres@agbsearch.com

The Letter of Interest should be addressed to:

Ms. Michele Needham, Chair, Waubonsee Community College Presidential Search Committee

Application materials must include:

- A Letter of Interest that responds to the Opportunities/Challenges and the Attributes/Skills/Abilities sections of this profile
- A current Curriculum Vitae or Resume
- Names and contact information (telephone and email) of five references (none of whom will be contacted without the permission of the candidate)

Nominations and confidential inquiries should be directed to:

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

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



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

Waubonsee does not discriminate on the basis of any individual's actual or perceived race, color, creed, religion, gender, gender identity, sex, sexual orientation, age, national origin, ancestry, veteran's status, military status, unfavorable discharge from military service, marital status, order of protection status, pregnancy, disability, citizenship status or any other characteristic protected by law in its programs or activities. Inquiries regarding this policy may be directed to: Michele Needham, Title IX/ADA/Section 504 Coordinator, Route 47 at Waubonsee Drive, Sugar Grove, IL 60554, compliance@waubonsee.edu.