

WAYNE D. WATSON



EDUCATION

Northwestern University
Evanston, Illinois
Ph.D., Education Administration (1972)
Dissertation Topic: The Development of a Social Science Curriculum Model
M.A.T., Social Science and Education (1970)
B.A., Education (1968)

Joliet Junior College
Joliet, Illinois (1966)

Mt. Carmel High School
Chicago, Illinois (1964)

PROFESSIONAL EXPERIENCES

CHANCELLOR

City Colleges of Chicago (March 1998 to Present)

Chief Executive Officer of one of the largest urban community college systems in the nation that serves an average of more than 115,000 students annually. City Colleges of Chicago, District 508, is a system of seven independently accredited colleges – Richard J. Daley College, Harold Washington College, Harry S Truman College, Kennedy-King College, Malcolm X College, Olive-Harvey College and Wilbur Wright College. The District represents a manageable building area of over 4,000,000 square feet whose value is estimated at \$911,165,000. A \$300 million capital development plan to build a new Kennedy-King College and to renovate the other six colleges was implemented under Chancellor Watson's administration. A billion dollar capital plan and bond issue is presently being developed to address future needs. The Chancellor is also charged with managing an additional educational vehicle, WYCC, the second largest public broadcast television station in the state.

Other Direct responsibilities:

- Recommend and enforce policies, procedures and regulations for district management in accordance with the governing Board of Trustees and state regulatory authorities.
- Develop and maintain high-quality educational programs that serve more than 100,000 students annually.
- Manage a \$476.5 million budget and 6,700 full and part-time employees.

Accomplishments:

FY 2007 Budget

Received the Civic Federation of Chicago's support for the City Colleges FY 2007 budget that was cited for making impressive strides in implementing business process reforms that will enable CCC to better manage its resources.

Culinary Arts Program

Revitalized and expanded the Washburne Culinary Institute to a prominent culinary program with two state-of-art facilities located at the historic South Shore Cultural Center and the new Kennedy-King College that opens in summer 2007. The Parrot Cage Restaurant opened to critical acclaim in January 2006 and has become both a neighborhood and destination favorite in South Shore. A restaurant is also planned for the new Kennedy-King College campus.

Landmark Labor Agreement

Achieved a landmark agreement with the FY 2005 Cook County Teachers Union (CCCTU) Local 1600 labor contract which established a 15 credit hour per semester workload for all full-time faculty (except English teachers). The workload agreement, which takes effect in the fall 2008, brings City Colleges in-line with all other community colleges in Illinois and positions the District to have a stronger revenue base due to more equitable funding opportunities before the Illinois General Assembly.

Accreditation

Achieved for the first time in City Colleges' 90-year history – all seven colleges concurrently hold the highest accreditation status (10 years) awarded by the Higher Learning Commission of the North Central Association of Colleges and Schools.

Performance Standards

Elevated the District's performance standard to one of excellence by establishing common exit competencies for general education and raising the minimum passing grade from D to C.

Project Align

Conceived and spearheaded Project Align – a unique K-16 undertaking with five local universities and the Chicago Public Schools – designed to better prepare high school students for college classes by linking curriculum. CCC is the first community college in the county to head-up a curriculum initiative of this magnitude.

Annual Program and Service Analysis Initiative

Developed and implemented Annual Program and Service Analysis (APSA) – an innovative and precedent-setting quality improvement initiative to enhance programs and educational opportunities. It requires all instructional programs to be evaluated annually through a quantitative, qualitative and fiscal analysis. It is unique from existing program reviews in its frequency, its cost vs. revenue analysis and the detail of its findings.

Articulation Agreements

Significantly increased the number of articulation agreements and dual partnerships with four-year institutions.

Student Guidance Services

Restructured the Student Guidance Services Program to accommodate the needs of all City Colleges students (credit and non-credit). The resulting program increased the quality and quantity of services provided, eliminated duplicated services, doubled the number of College Advisors district-wide and increased hours of service to students significantly. The model for the centers received a nomination for the prestigious Bellwether Award.

Articulation Agreement with National Labor College

Entered into an articulation agreement with the National Labor College that is designed to increase access to union jobs and higher education for CCC students.

Construction Technology Center

Established the Construction Technology Center at the Dawson Technical Institute of Kennedy-King College that is recognized as an important catalyst for change in the building trades by preparing more African-American, Hispanics and women for careers in the construction industry.

PeopleSoft Software Implementation

One of the only multi-campus community colleges nationwide to implement the Peoplesoft suite of applications, an industry leader in Enterprise Resource Planning (ERP). Replaced the administrative technology that maintained data processes in the areas of human resources, student administration and finance.

Intercollegiate Athletics

By Fall 2007, six of the seven campuses will have expanded athletic programs.

PRESIDENT

Kennedy-King College (July 1994 to March 1998)

As President of Kennedy-King College, served as the Chief Administrative Officer reporting directly to the Chancellor. Responsible for the overall operation and effectiveness of the college; ensured that the college's management system, academic programs, personnel and administrative services were aligned with the college and district missions; ensured that the aforementioned areas were executed in accordance with the rules and policies of the Board of Trustees.

Other Direct Responsibilities/Accomplishments:

- Established quality educational programs and academic support services that met student and industry needs.
 - Preserved the integrity of all instructional and support services, academic credentials awarded, and principles that govern and measure student academic success.
 - Developed premiere dental hygiene program for Kennedy-King College in collaboration with the University of Illinois.
 - Restructured Kennedy-King's Radio/TV Broadcast program and also raised the program's standards of articulation in conjunction with Chicago Public Schools.
 - Established a three-year strategic plan that resulted in the college's 10-year North Central Association of Colleges and Schools accreditation.
 - Developed, in collaboration with faculty, staff, central office reference sources, and public agencies, a long-range plan that was closely tied to the college's fiscal plan and mission.
 - Developed and monitored policies associated with student and community relations to ensure that each supported the college mission.
 - Effectively managed a \$32 million budget to ensure achievement of educational goals.
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INTERIM PRESIDENT

Harold Washington College (February 1993 to July 1994)

Performed same responsibilities as listed above.

Other Direct Responsibilities/Accomplishments:

- Consolidated Harold Washington College and Citywide Colleges into one college.
 - In connection with consolidation efforts, eliminated or merged duplicate positions and academic programs.
 - Restructured the college's organizational structure and raised morale.
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VICE CHANCELLOR FOR ACADEMIC AFFAIRS

City Colleges of Chicago (April 1986 to February 1993)

Served as the chief academic officer of the district, reporting directly to the Chancellor.

Other Direct Responsibilities:

- Provided guidance district-wide in all areas of faculty and instruction.
- Proposed, implemented and monitored the execution of district academic policies in conjunction with administration and faculty.

Accomplishments

Conceptualized integrated student administration applications that evolved into a computerized system for managing faculty, class and enrollment data enabling administrators to make well-informed decisions. The system has been in use since 1986.

ASSOCIATE VICE CHANCELLOR

City Colleges of Chicago (August 1983 to April 1986)

As the Associate Vice Chancellor, oversaw the Office of Academic Services, an operation that monitored, coordinated and directed services to students through eight campuses and instructional teams of the City Colleges. The Associate Vice Chancellor also coordinated and monitored the academic management of the eight colleges in operation.

Other Direct Responsibilities/Accomplishments:

- Coordinated and monitored the Disadvantaged Student Grant (DSG) monies (\$3.5 million annually); provided annual evaluations to ensure that DSG programs agree with the goals of the institution; met regularly with DSG personnel throughout the district to discuss problems and develop solutions to improve the delivery of academic support services to students.
 - Provided following DSG services: placement testing, tutoring, PLATO (interactive computer tutoring system) and audiovisual tutoring, student advisement, orientation and Latino tutoring services.
 - Conceptualized and managed a team of programmers to develop software for a Faculty Assignment Management system (FAM) that provided college presidents timely access to faculty load data, enrollment data for TBA classes, average class size, etc.
 - Provided guidance, coordination, training, and consultation to vice presidents for faculty and instruction in the management of remedial academic programs, registration, and administrative articulation among the colleges, with the district office, and the Illinois Community College Board.
 - Facilitated class schedule development and registration for 1,200 faculty, 1,800 classes and 32,000 college credit students.
 - Provided a district office clearinghouse for grants to disseminate information to colleges and facilitate central office processing of proposals.
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VICE PRESIDENT FOR INSTRUCTIONAL SERVICES

Malcolm X College (1980 to 1983)

Responsible for development and quality of academic programs.

COORDINATOR, Strengthening and Development Institutional Programs (SDIP)

Malcolm X College (1978 to 1980)

The SDIP Contracts and Grants office was responsible for effectively establishing communication with the college president to ensure that program operations were consistent with the goals of overall institutional development.

Other Direct Responsibilities/Accomplishments:

- Facilitated relationships between SDIP personnel and various levels of college administration and staff, and provided reliable and current decision-making information.
- Established and coordinated regular cycles for the evaluation of SDIP activities and effective mechanisms for fiscal control and management for regular program modification and phase-out, when appropriate.
- Developed procedures for recruiting personnel and consultants/sub-contractors, purchase/rental of equipment, monitoring of SDIP and USOE policies, grant terms and conditions. Also prepared the final technical support submitted to the USOE.

HEADMASTER

Boggs Academy, Keysville, Georgia (1977 to 1978)

Boggs Academy, one of the oldest African-American college preparatory institutions in the U.S., was founded in 1906 in rural Georgia. Boggs situated on a 1,233-acre campus, had an average student enrollment of 290 who represented about 26 states, the Virgin Islands, and Africa, until its closure in 1984 after 78 years of operation.

Other Direct Responsibilities/Accomplishments:

- Developed ways to extend the school's influence into the community.
- Ensured that Christian concepts were expressed in the academic program, extracurricular guidance, student work staff organization and relationships and administration.
- Recommended all requests for scholarships to the Administrative Council of the school and determined the annual amount of tuition, room and board.
- Ensured buildings, grounds, property and equipment were in good condition, properly maintained, and efficiently served the interests of the school while maintaining a balanced budget.
- Recruited and maintained a quality faculty and staff and responsibility for the overall academic, plant, and fiscal management of the Academy.
- Maintained responsibility for the overall academic, plant, and fiscal management of the Academy.

GENERAL MANAGER

Wheeler Airlines, Raleigh, North Carolina (1975-1977)

As one of the largest African-American owned airlines scheduled in the O.A.G. in America Wheelers' airline, charter, air courier, and airmail services flew to Washington D. C. and throughout New York, New Jersey, Virginia, West Virginia, and North and South Carolina.

Responsibilities included managing and controlling company, including the activities of 36 employees; developed first organizational policy manual; and developed and implemented systems control models for a fleet of 20 aircrafts.

ASSOCIATE PROFESSOR OF EDUCATION/PUBLIC ADMINISTRATION; DEPARTMENT CHAIR OF EDUCATION

Shaw University, North Carolina (1972-1975)

Direct teaching responsibilities:

- Budgeting and Finance
- Administrative Analysis
- "Minority" Public Administration and Values
- Foundations of Education

BOARD/COMMITTEE MEMBERSHIPS

Board Chair, School of Education & Social Policy, Northwestern University
Board of Directors, American Association of Community Colleges (AACC)
Board of Directors, National Association for Equal Opportunity in Higher Education (NAFEO)
Board of Directors, Windy City Harvest
Board of Directors, Chicago Botanic Garden
Advisory Board, Fantus Health Center (Cook County Hospital)
Capital Campaign Leadership Committee for the Institute of Puerto Rican Arts & Culture
Capital Campaign for the DuSable Museum of African-American History
Mayoral appointee to assist in developing guidelines and recommendations to address possible difficulties of African Americans and Hispanics to achieve promotion through testing for Fire Department.
Past Board of Trustees Member, Northwestern University

MAJOR PAPERS

Kinship Language Model (1974)
Oral Tradition: A Vehicle in Education (1973)
Oral Tradition Techniques
Education: A Vehicle for Containment of Liberation

LECTURES AND PRESENTATIONS

Northwestern University Graduate School (summer 2007)

SPECIAL HONORS

Induction into the National Wrestling Hall of Fame/Illinois Chapter and Outstanding American Honoree (2005)
President's Award, National Forum for Black Public Administrators (2002)
Outstanding Alumni Award, American Association of Community Colleges (2001)
Alumni Merit Award, Northwestern University Alumni Association (2000)
Elected to Wrestling Hall of Fame of the NJCAA (1989)
Achievement Award of Northwestern University "N" Men's Club (1968)
Second Place Big Ten Wrestling (1968)
Big Ten Academic Team (1967, 1968)
First Place National Junior College Athletic Wrestling (1965)
Final Olympic Tryouts, Wrestling (1964)

OTHER ACHIEVEMENTS

Wheeler Flying Service, Inc. / Aviation School
Raleigh, North Carolina
Pilot's License (1973)

TRAVEL EXPERIENCES

Chancellor, City Colleges of Chicago
Sabbatical, Immersion course in the Spanish language and culture
Department of Cursos Internacionales de la Universidad de Salamanca,
Spain
President of Harold Washington College
Field Review and Evaluation of City Colleges of Chicago Military Education
Programs. Destinations: *Spain and Germany.*
Graduate Supervisor of Doctoral Students
Conducted field research in Anthropology, Oral Traditions and Comparative
Education. Destinations included: *England, Kenya, Uganda and Tanzania*

Letters of reference provided upon request.

Updated: 1/08