

PIERPONT
COMMUNITY
& TECHNICAL **COLLEGE**

**PRESIDENTIAL
CANDIDATES**



TABLE OF CONTENTS

PRESIDENTIAL CANDIDATE: DR. GABY HAWAT

Schedule	3
Bio.....	4
Resume.....	5

PRESIDENTIAL CANDIDATE: DR. CARL SMALLS

Schedule	8
Bio.....	9
Resume.....	10

PRESIDENTIAL CANDIDATE: DR. MICHAEL WAIDE

Schedule	24
Bio.....	25
Resume.....	27

SUBMITTING QUESTIONS FOR THE OPEN FORUMS

Members of the campus community are invited to submit questions in advance of each finalist’s open forum. Submitted questions will be reviewed in advance and may be grouped, edited for clarity, or consolidated to avoid duplication.

Additionally, notecards will be available at each forum for attendees who prefer to write their questions on-site. All submitted questions will be collected and reviewed by the Office of Human Resources to ensure a fair and consistent process.



DR. GABY HAWAT

March 4, 2026 | Host: Dr. Kari Coffindaffer

TIME	EVENT	LOCATION
7:30 – 8:15 a.m.	Breakfast with the President’s Cabinet	Culinary Academy Conference Room
8:15 – 8:30 a.m.	Culinary Academy Tour <i>Host - Interim Dean Jennifer Ellison</i>	Culinary Academy
8:45 – 9:30 a.m.	Interview with Presidential Search Committee	ATC, Room 201A
9:30 – 10:30 a.m.	Interview with Dr. Sarah Tucker, Chancellor, WV Community & Technical College System	ATC, Room 201A
10:30 – 11 a.m.	ATC Tour <i>Host - Vice President of Finance and Administration, Dale Bradley</i>	ATC
11 a.m. – 12 p.m.	Open Forum <i>Employees, Students, and Community Members</i>	ATC, Room 216A
12 – 12:30 p.m.	Student Government Association <i>Host - Associate Vice President of Student Services, Nancy Parks</i>	ATC, Room 205
12:45 – 1:45 p.m.	Lunch and Interview with the Board of Governors	ATC, Room 216B
1:45 – 2:15 p.m.	Directors <i>Host – Pierpont Foundation Director, Kathy Hypes</i>	ATC, Room 113
2:45 – 3:15 p.m.	Aviation Center Tour <i>Host – Dean Dr. Kari Coffindaffer</i>	NAEC
3:45 – 4:15 p.m.	Clarksburg Campus Tour <i>Host – Interim Dean Jennifer Ellison</i>	Caperton Center
6 – 7 p.m.	Dinner with Deans <i>Host – Dean Dr. Kari Coffindaffer</i>	Local Restaurant

DR. GABY HAWAT

Dr. Gaby Hawat is a seasoned executive leader with over 35 years of experience spanning higher education, engineering and technology, public-private partnerships, corporate and community engagement, grants and funds acquisition, public relations, government affairs, and economic development with experience in the United States and Middle East. Currently he serves as Principal at Catalyst Partners, a Washington D.C. based government relations and public affairs firm specializing in homeland security, business development, education, and cyber security. He also Chaired the National Visiting Committee Board for the National CyberWatch Center (NCC), a National Science Foundation-funded cybersecurity consortium representing nearly 500 member institutions globally, with a mission to advance cyber awareness, education, and workforce development.



Dr. Hawat most recently served as Senior Vice President for Higher Education at Kaufman Hall, where he advised colleges and universities on institutional strategy and financial sustainability. Previously, he was the Strategy and Growth Lead for Higher Education, South Market Unit at Accenture, the largest consulting firm in the world, and Executive Vice President, Chief Operating Officer, and Chief Financial Officer at the University of Providence where he was featured at the front cover of the Signature Montana magazine. He also held key advisory position Special Advisor to the Rector at Princess Nourah Bint Abdulrahman University in Riyadh, Saudi Arabia, the largest all-women's university in the world, where he lead the development of academic college and help expand international engagement.

Earlier, as Senior Vice President for Operations and Global Initiatives at Florida Institute of Technology, Dr. Hawat focused on institutional efficiency, partnership, and global expansions. He also dedicated nearly three decades to Valencia College in Orlando, Florida, in progressively senior roles including Special Assistant to the President and Senior Executive for Strategic Initiatives and Economic Development, Dean of Architecture, Engineering and Technology, and Chair of Business, Computer Technology, Engineering and Public Services.

Dr. Hawat holds a Doctorate degree in Higher Education Leadership from Nova Southeastern University, Bachelor's and Master's degrees in Electrical Engineering from Florida Institute of Technology and is a graduate of Harvard University's Management Development program. His honors include the National Collegiate Engineering Award, National Collegiate Leadership Award, National Institute for Staff and Organizational Development Excellence (NISOD) Award, Scholastic All-American Award, Florida Institute of Technology Alumni of the year, and formal recognition from the Partnership with the Department of Homeland Security for his collaborative contribution.

An experienced board member and grant administrator, Dr. Hawat has worked extensively with high tech industries, chambers of commerce, economic development agencies, elected officials, state and federal agencies, and global academic institutions. He is a trilingual citizen of the United States, France, and Lebanon, fluent in English, French, and Arabic, and currently serves as a member of the American Task Force on Lebanon (ATFL).

Gaby Hawat, Ed.D.

President

Dynamic executive leader with extensive experience driving transformative strategies and leading multi-million-dollar initiatives in higher education, corporate, and public sectors.

Skilled in developing and executing innovative strategies that enhance organizational performance, increase revenue, and drive sustainable growth. Expert at building and nurturing high-performing teams, fostering partnerships, and securing grants and funding from local, state, and federal sources. Proven track record of integrating cutting-edge technologies into educational curricula to increase employability and enhance institutional competitiveness. Adept at advising senior leaders on restructuring, financial stability, and workforce development initiatives. Proficient in strategic planning, financial oversight, and aligning operational goals with long-term institutional visions. Known for servant leadership, fostering transparency, and encouraging intellectual curiosity within teams and organizations. Recognized for exceptional ability to navigate complex, multi-stakeholder environments, driving both financial and academic success.

Areas of Expertise

- ◆ Strategic Planning & Execution
- ◆ Budgeting & Financial Oversight
- ◆ Public Relations & Outreach
- ◆ Cybersecurity & IT Integration
- ◆ International Partnerships & Collaborations
- ◆ Institutional Restructuring & Expansion
- ◆ Government Relations & Partnerships
- ◆ Revenue Generation & Enhancement
- ◆ Educational Program Development
- ◆ Workforce Development Initiatives
- ◆ Cross-functional Team Leadership
- ◆ Grant Acquisition & Management

Key Accomplishments

- **Promoted innovation and advanced strategic goals** by developing a wide network of connections with professional experts and government agencies, including the US Department of Homeland Security.
- **Created opportunities for underrepresented groups in higher education** by leading the development of an all-women's college within the largest all-women university in the world, driving inclusive growth.
- **Strengthened global partnerships in cybersecurity education and workforce development** by leading the National CyberWatch Center team to Europe, expanding chapters within NATO.
- **Advanced national cybersecurity education initiatives** by chairing the NVC board for the National CyberWatch Center, overseeing nearly 450 institutions.
- **Generated substantial funding for institutional growth and program enhancements** by securing outside revenue through successful negotiations of training deals with businesses and governments.
- **Optimized financial operations and enhanced institutional reputations** by advising multiple institutions on strategies to increase exposure and improve financial efficiencies.
- **Increased student success through strategic initiatives** by securing numerous state and federal grants to develop curricula, support faculty and staff, and implement institutional improvements.
- **Ensured institutional sustainability and financial accountability** by overseeing operational budgets of up to \$42M, executing strategic budget reductions, and optimizing resource allocation.
- **Expanded educational opportunities and facilitated student transfer pathways** by negotiating and signing articulation agreements and partnerships with multiple universities in the USA, Puerto Rico, the Caribbean, and internationally.

Professional Experience

Catalyst Partners, Washington, D.C.
Principal

2017 – Present

Contribute to firm-wide consulting efforts supporting clients across aviation, public infrastructure, and professional sports sectors in areas such as grants strategy, cybersecurity, and regulatory compliance. Provide input on customized solutions related to business development, interagency coordination, and talent strategy as part of cross-functional client service teams.

- Played a pivotal role in delivering firm services that helped multiple clients in improving federal grant readiness and compliance alignment.
- Established business relationships and partnerships between various international companies, resulting in expanded engagement opportunities for the firm.

The National Cyberwatch Center, Washington, D.C.
NVC/Board Chairman

2017 – Present

Direct multi-million-dollar initiatives supporting national cybersecurity education and workforce development for over 450 higher education institutions. Guide the expansion of cybersecurity chapters across NATO countries, fostering international collaboration and enhancing global cybersecurity education.

- Expanded cybersecurity education network nationally and globally, establishing NATO chapters and driving workforce development across international boundaries.
- Drove successful government grant programs and cybersecurity enhancements, resulting in significant operational improvements and risk mitigation for clients.

Led comprehensive assessments of colleges and universities, developing strategies, recommendations, and solutions in collaboration with senior leadership and providing executive advisory services. Fostered strategic partnerships and collaborations to expand Kaufman Hall's market presence, contributing to thought leadership through multiple published blogs on higher education finance.

- Published the following blogs on financial literacy and institutional performance, enhancing Kaufman Hall's influence in higher education financial strategy:
 - "How to Promote Financial Literacy Within Your Institution" – May 31, 2024
 - "Financial Literacy: A Leadership Perspective" – April 26, 2024
 - "Do You Really Know Your Institution's Financial Position?" – March 28, 2024
 - "Athletics Might Boost Enrollment, but How About Financial Performance?" – January 26, 2024
 - "Regaining Control: Risk Avoidance in Higher Education" – September 29, 2023

Accenture, Tampa, FL (Remote)
Strategy and Growth Lead – Higher Education

2022 – 2023

Headed strategy and growth initiatives for the higher education sector within the South Market Unit. Cultivated key partnerships and expanded Accenture's client base within the education sector.

- Delivered significant market expansion, securing collaborations with major higher education institutions.

University of Providence, Great Falls, MT
Executive Vice President | Chief Operating Officer | Chief Financial Officer

2019 – 2021

Spearheaded strategic planning, finance, operations, HR, IT services, security, public relations, marketing, and events management functions. Led initiatives to develop in-demand healthcare degree programs plan, aligning offerings with market needs and workforce demands.

- Implemented budget reductions, effectively managing a **\$20M+** budget while ensuring operational efficiency.

Florida Institute of Technology, Melbourne, FL
Senior Vice President for Operations and Global Initiatives

2016 – 2017

Provided strategic oversight and operational support to ensure seamless execution of university-wide initiatives and services. Led operations across Facilities, Sustainability, Transportation, Campus Security, IT, Telecommunications, Instructional Technologies, Online Learning, Continuing Education, English Language Studies, and Global Initiatives.

- Oversaw a **\$42M** budget and directed a team of 750, including 10 direct reports, across diverse operational areas.

Additional Experience

Valencia College, Orlando, FL (1988 – 2016)

Special Assistant to the President | Senior Executive for Strategic Initiatives & Economic Development | Dean, Architecture, Engineering, & Technology | Chair, Business, Computer Technology, Engineering, and Public Services | Tenured Professor | Senior Project Director, Senior Project Director for New Campus Initiatives

Education & Credentials

Doctor of Education (Ed.D.) - Specialization in Higher Education Leadership | Nova Southeastern University

Master of Science in Electrical Engineering (MSEE) | Florida Institute of Technology

Bachelor of Science in Electrical Engineering (BSEE) | Florida Institute of Technology

Management Development Program | Graduate School of Education, Harvard University

Faculty Appointments & Teaching Experience

Professor, Leadership | University of Providence | 2019–2021

Professor, Education and Interdisciplinary Science | Florida Institute of Technology

Professor, Engineering, and Technology | Valencia College

- Instructed undergraduate courses in engineering and technology subjects.
- Mentored students in academic and career development.

Adjunct Faculty, Math and Science | Eastern Florida State College

- Taught foundational mathematics courses to undergraduate students.

Adjunct Faculty, Electrical and Computer Engineering | Florida Institute of Technology | 1985–1987

- Delivered specialized courses in electrical and computer engineering.
- Facilitated laboratory sessions and provided academic support.
- Assisted in program development and student evaluations.

Executive Advisory Experience

Special Advisor to the Executive Vice President & Chief Operating Officer | Florida Tech

- Provided strategic insights and guidance on university operations and executive decision-making.

Senior Advisor to the Rector for Strategic Initiatives & Global Partnerships | Princess Nora University

- Advised on the development of international partnerships and academic collaborations.

Special Advisor to the Dean of Engineering and Vice President/CIO | University of Miami

- Assisted in shaping technological strategies and partnerships in the engineering school.

Memberships & Affiliations

- **Member**, The Registry (Gold Standard for Interim Placement)
- **Director**, Engineering Technology Council (ASEE)
- **Executive Board Member**, Engineering Technology Leadership Institute
- **Member**, Metro Orlando Economic Development Board, representing Valencia College and Florida Tech
- **Stakeholders Board Member**, Enterprise Florida
- **Governing Board Member**, Technology Industry Development, Economic Development Commission
- **Core Team Member**, Florida High Tech Corridor
- **Board of Trustees Member**, Orlando Science Center
- **Member**, Florida Engineering Technology Leadership Council
- **Member**, Tau Beta Pi (National Engineering Honor Society)
- **Member**, Florida Innovation Caucus

Awards & Recognition

- National Institute for Staff and Organizational Development Excellence Award
- National Collegiate Engineering and Leadership Awards
- Scholastic All-American Award
- Partnership Award with the Department of Homeland Security

Selected State & Federal Grants Awarded/Supervised

National Science Foundation

- Tech-4 Electronics Workforce Development System (with Florida High Tech Corridor, UCF, USF, and others)
- Computer Science, Engineering, and Mathematics Scholarships
- Partnerships to Enhance Student Success in Information Technology
- Enhancing Learning in Electronics Engineering Technology
- Cybersecurity and Digital Forensics Curriculum Expansion

State Grants

- Florida High Tech Corridor Council - Manufacturing Technology
- Computer Engineering Technology (Networking)
- Office Systems Technology
- Computer Programming and Analysis
- Silicon Technology
- Drafting and Design and Building Construction Technology

Selected Partnerships & Relationships

Disney World | Universal Studios | Northrop Grumman | Cirent Semiconductor | Siemens | Department of Homeland Security/TSA | University of Florida | Florida Polytechnic University | University of Miami | Florida Institute of Technology | Georgia Tech | University of British Columbia | Princess Sumaya University for Technology | Numerous other global academic and corporate institutions

Nationalities & Languages

- American, French, and Lebanese nationalities
- Fluent in English, French, and Arabic

DR. CARL SMALLS

March 5, 2026 | Host: Jennifer Ellison

TIME	EVENT	LOCATION
7:30 – 8:15 a.m.	Breakfast with the President’s Cabinet	Culinary Academy Conference Room
8:15 – 8:30 a.m.	Culinary Academy Tour <i>Host - Interim Dean Jennifer Ellison</i>	Culinary Academy
9 – 10 a.m.	Interview with Dr. Sarah Tucker, Chancellor, WV Community & Technical College System	ATC, Room 201A
10 – 10:45 a.m.	Interview with Presidential Search Committee	ATC, Room 201A
10:45 – 11 a.m.	ATC Tour <i>Host - Vice President of Finance and Administration, Dale Bradley</i>	ATC
11 a.m. – 12 p.m.	Open Forum <i>Employees, Students, and Community Members</i>	ATC, Room 216A
12 – 12:30 p.m.	Student Government Association <i>Host - Associate Vice President of Student Services, Nancy Parks</i>	ATC, Room 205
12:45 – 1:45 p.m.	Lunch and Interview with the Board of Governors	ATC, Room 216B
1:45 – 2:15 p.m.	Directors <i>Host - Pierpont Foundation Director, Kathy Hypes</i>	ATC, Room 113
2:45 – 3:15 p.m.	Aviation Center Tour <i>Host - Dean Dr. Kari Coffindaffer</i>	NAEC
3:45 – 4:15 p.m.	Clarksburg Campus Tour <i>Host - Interim Dean Jennifer Ellison</i>	Caperton Center
6 – 7 p.m.	Dinner with Deans <i>Host - Dean Amy Cunningham</i>	Local Restaurant

DR. CARL SMALLS

Dr. Carl B. Smalls is a seasoned higher education executive, finance leader, and scholar-practitioner with more than three decades of leadership experience spanning community colleges, public and private universities, and the private sector. He currently serves as Chief Finance Officer and Vice President of Finance and Administration at Danville Community College, where he oversees a \$25 million operating budget and leads finance, grants, facilities, information technology, campus security, capital projects, and auxiliary services in support of student success and institutional sustainability.

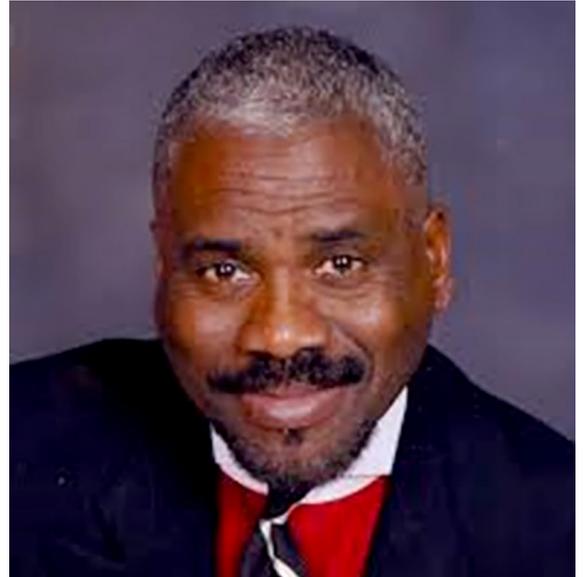
Dr. Smalls brings a distinctive blend of executive financial leadership, academic experience, and entrepreneurial vision. Prior to his current role, he served as Special Assistant to the President at Southside Virginia Community College, Associate Professor of Business Administration at Guilford Technical Community College, and Department Chair at Lake Superior State University.

He has also held senior executive roles in the financial services industry, including serving as Chief Executive Officer and Managing Director of WILMOCO Capital Management, where he led investment operations, strategic growth initiatives, government relations, and institutional client engagement.

A committed advocate for community college leadership and student access, Dr. Smalls has extensive experience in accreditation, strategic planning, workforce development, and institutional advancement. He has led major capital initiatives, implemented financial system modernization, expanded workforce and small-business programs in rural communities, and played a key role in institutional reaccreditation. His work consistently reflects a commitment to fiscal stewardship, shared governance, and evidence-based decision-making.

Dr. Smalls holds a Doctor of Education in Community College Leadership from Kansas State University's John E. Roueche Center for Community College Leadership. He also earned an MBA in Finance and Marketing from Atlanta University Graduate School of Business and completed executive studies in Investment Decisions and Behavioral Finance at Harvard University's John F. Kennedy School of Government. A published scholar and national presenter on community college governance and leadership, he is a member of Phi Kappa Phi Honor Society and a Lakin Fellow of the Thomas A. Lakin Institute for Mentored Leadership.

Throughout his career, Dr. Smalls has demonstrated a deep commitment to student-centered leadership, inclusive excellence, and building strong partnerships with business, industry, and community stakeholders. His leadership philosophy is grounded in integrity, transparency, collaboration, and a steadfast belief in the transformative power of higher education.



Dr. Carl B. Smalls

Winston-Salem, NC 27106

EDUCATION

KANSAS STATE UNIVERSITY, JOHN E. ROUCHE CENTER for COMMUNITY COLLEGE LEADERSHIP - 2023

Doctor of Education in Community College Leadership

Honors: The Honor Society of PHI KAPPA PHI

HARVARD UNIVERSITY, JOHN F. KENNEDY SCHOOL OF GOVERNMENT - 1999

Graduate of the Program on Investment Decisions and Behavioral Finance

ATLANTA UNIVERSITY, GRADUATE SCHOOL OF BUSINESS - 1988

Master of Business Administration in Finance and Marketing

Volkswagen of America Scholar

NORTH CAROLINA A&T STATE UNIVERSITY - 1983

Bachelor of Science in Textiles

PROFESSIONAL EXPERIENCE

DANVILLE COMMUNITY COLLEGE (DCC) - Danville, VA

Member of the Virginia Community College System, which serves the city of Danville, Pittsylvania, and Halifax counties. DCC enrolls approximately 3,300 college transfer, career & technical, and non-credit students.

Chief Finance Officer and Vice President of Finance and Administration

(2023 - Present)

Steward of the college's \$30 million operating budget and supervises the areas of finance and accounting, grants, budgeting, purchasing, information technology, facilities, public safety, and auxiliary enterprises. As the Chief Finance Officer at DCC, provided leadership for the college-wide financial planning and aligned budgets with established institutional goals and strategic plans.

Selected Accomplishments:

- Oversaw the completion of multiple million-dollar capital projects, which included technology upgrades, installing a state-of-the-art access control system, and campus renovations.
- Led the successful implementation of a new financial reporting system, which included streamlining financial processes, improving data accuracy, and enhancing reporting capabilities.
- Developed and implemented professional development programs for the finance and administration division, resulting in improved skills, higher job satisfaction, and enhanced team performance.
- Served as the lead for 20% of the 72 standards for the ten-year SACSCOC Reaccreditation

SOUTHSIDE VIRGINIA COMMUNITY COLLEGE - Albemarle, VA

Member of the Virginia Community College System, which serves 10 counties with a service area covering approximately 4,200 square miles and enrolls approximately 3,000 college transfer and non-credit students.

Special Assistant to the President

(2021 Summer)

Responsible for providing executive leadership, development, and management in coordinating and implementing special projects directed by the president.

Selected Accomplishments:

- Advised the President on best practices for the launching of the new position of Vice President of Advancement
- Created the job description, responsibilities, and role for the new position of Vice President of Advancement
- Developed the strategic plans for the redesigning of the new Department of Advancement

VOORHEES GROUP, LLC – Santa Fe, New Mexico

(2020-2022)

An independent, performance-based consulting firm providing strategic services to help institutions and organizations define, target, and embed new opportunities.

Research Analyst

(2021 – 2022)

Responsible for data collection and analysis, market research, report preparation, and stakeholder collaboration and performance monitoring, which includes gathering data from various sources, analyzing market trends, and providing insights that align with the firm's strategic objectives as well as assessing the effectiveness of strategies and initiatives by tracking key performance indicators (KPIs).

Selected Accomplishments:

- Performed policy analysis and research for the principal and senior scholar, Dr. Rick Voorhees
- Provided economic impact and data analysis.
- Researched and evaluated colleges' operations.

GUILFORD TECHNICAL COMMUNITY COLLEGE – Jamestown, NC

As a member of the North Carolina Community College system, GTCC is the third largest of the 58 institutions. Serving more than 35,000 students from six campuses and a Small Business Center. The college offers more than 80 programs of study as well as offering associate degrees, diplomas, and certificates. The college also offers noncredit courses in professional development, personal enrichment, job training, career development, and basic education.

Coordinator, Inclusion for Impact

(2023 – 2023)

Responsible for the overall operations of the program, which includes recruitment, mentoring, and placement of interns in faculty positions. Inclusion for Impact is a yearlong internship and professional development program for individuals of color who are prospective full-time faculty at GTCC. The program brings together faculty who are qualified to teach in a broad range of subject areas that reflect the racial and ethnic diversity of GTCC's service area.

Selected Accomplishments:

- Recruited and mentored faculty interns.
- Facilitated weekly training sessions in the fall semester to prepare for spring semester teaching.
- Coordinated with department chairs and program heads to arrange two-course teaching loads.
- Trained mentors in equity-mindedness and culturally relevant pedagogy.

Associate Professor, Business Administration

(2014 – 2023)

Responsible for course development and delivery, student advising, curriculum development, serving on department and college committees, engaging the community, advising and supporting student organizations related to business administration, and fostering leadership skills and professional development among students.

Selected Accomplishments:

- Key faculty member in the business administration department – experienced with distance learning modalities and management.
- Lead instructor and manager of Introduction to Business, the number one offered course in the department.
- Administer and lead instructor of Business Finance, People Skills, and Business Ethics
- Developed a People Skills course to better prepare students for management positions and business decorum.
- Served on the Title III Committee and chaired the Finance subcommittee.

MORGAN SMALLS SPORTS CONSULTANTS, LLC – Winston-Salem, NC

Professional collegiate sports marketing firm that specializes in creating, marketing, and managing revenue enhancement programs around sports properties of HBCUs, other small schools, and Mid-Major conferences.

President and CEO

(2009 - 2023)

Responsible for the overall direction of the firm, which includes strategic leadership, operations oversight, financial management, business development, leadership and team development, industry representation, and risk management.

Selected Accomplishments:

- Developed promotional assets for a mobile photo-sharing service for sports teams.
- Increased sponsorship by 86% for the MEAC/Winston-Salem Steering Committee - an annualized value of \$400k
- Created and activated a promotional program for Denny's Restaurant for the 2011 MEAC Basketball Tournament

- Developed strategy for funding a new press box for a mid-major athletic program.
- Launched Ramatize Campaign for WSSU 2011 semi-final football championship game to increase ticket sales and visibility through various social media from the W-S Dash, Downtown W-S, and W-S Chambers of Commerce
- Arranged interview for Head Football Coach through Black Network Television for the 2011 semi-final game.
- Developed and instituted direct selling techniques for athletic programs
- Developed a community grassroots program for the W-S Dash that led to active and ongoing attendance and participation among the African American and Latino communities.

PIEDMONT COMMUNITY COLLEGE – Roxboro, NC

Member of the North Carolina Community College system, located in north central North Carolina with two campuses: Roxboro, in Person County, and Yanceyville in Caswell County. The college also offers services, instructions, and training at several off-campus sites.

Director, Small Business Center and Business Incubation

(2013 - 2014)

Responsible for leading and managing programs designed to support the growth and development of small businesses and startups, which involves strategic planning, program management, community engagement, and providing resources to entrepreneurs.

Selected Accomplishments:

- Increased small business startups in Caswell County by 300% in five months.
- Launched Loan Revolving Fund (\$160k) for small businesses to increase economic and workforce development.
- Secured over \$50k in external capital for small business clients.
- Decreased payout of guest lecturers by 30% and increased course offerings by 27%
- Developed and rolled out four new seminars/courses for the 2014 Spring semester.
- Increased lease-out of the incubator in Roxboro by 100% in three months

WINSTON-SALEM STATE UNIVERSITY – Winston-Salem, NC

Constituent of the University of North Carolina system, a historically black public research university with approximately 6,400 students, with over 40 academic majors and 10 graduate degrees. Member of the Central Intercollegiate Athletic Association (CIAA) conference in NCAA Division II sports.

Associate Athletic Director of Marketing and Fundraising

(2012 - 2013)

Responsible for developing and executing strategies to enhance the visibility, reputation, and financial support of the athletic programs, which involved marketing and branding, fundraising and development, game day and event marketing, community, and alumni engagement, budget and financial management, strategic planning and analysis, leadership and team development, and compliance and ethics.

Selected Accomplishments:

- Increased sponsorship by 207% in five months from the prior year with an annualized value of approximately \$250k
- Launched an athletic online store which led to a 383% increase in sales.
- Launched the “iBelieve” Campaign for the football program which generated over 10 million impressions.
- Increased donors club membership by over 55% in six months
- Instituted ticket marketing techniques for the basketball program, leading to increased sales.

LAKE SUPERIOR STATE UNIVERSITY – Sault Ste. Marie, MI

Michigan's smallest state university with a private-like atmosphere is in the Eastern Upper Peninsula on the border with Ontario with approximately 3,500 students, with over 100 undergraduate degrees and programs.

Consultant

(2007 - 2009)

Responsible for strategic planning, fundraising and development, program evaluation, stakeholder engagement, financial management, governance support, policy development, research and analysis, grant and proposal writing, and project management.

Selected Accomplishments:

- Instituted a \$5.0 million building capital campaign for the School of Business
- Created “best practices” processes for identifying, cultivating, soliciting capital prospects, and managing funds for the LSSU Foundation, Inc.
- Developed plans to increase enrollment, improve retention and student services, and enhance academic quality.

Associate Professor of Business

(2007 - 2009)

Responsible for course development and delivery, student advising, curriculum development, serving on department and college committees, engaging the community, and advising and supporting student organizations.

Selected Accomplishments:

- A key faculty member in the finance and business department
- Advisor to the Student-Managed Investment Fund
- Sponsored leadership lecture series titled "As a Person Thinketh"
- Academic Advisor to the men's basketball team

Department Chair, Business, Economics, and Legal Studies

(2008 - 2009)

Responsible for overseeing the day-to-day operations, faculty, and academic programs of the department.

Selected accomplishments:

- Administered curriculum proposals and changes which led to a 12% increase in departmental completion.
- Negotiated articulation agreements with member community colleges, which increased business student enrollment by 23%.
- Initiated the candidacy for the accreditation of the College of Business

WILMOCO CAPITAL MANAGEMENT, LLC® - Detroit, MI

Professional money management firm specializing in managing funds for corporate and public employee pension plans, endowments, foundations, Taft Hartley's, eleemosynary organizations, and high-net-worth individuals.

Chief Executive Officer and Managing Director

(1997 - 2006)

Responsible for the overall management, strategy, and success of the firm, which includes strategic vision and leadership, operational management, board relations, decision-making, financial performance, stakeholder engagement, culture and values, crisis and talent management, innovation and growth, internal communication, and succession planning. Member of the board of directors and chaired the investment management and product policy committees.

Selected Accomplishments:

- Ensured portfolio management team adhered to both firm and client investment policies and guidelines, which led to zero infractions during my 10-year tenure.
- Implemented cost-effective measures leading to net profit margins of over 15% per year.
- Launched a new logo, brochure, and website which led to brand awareness on a national level and increased penetration by 20%.

Senior Vice President and Portfolio Manager

(1991 - 1997)

Responsible for investment strategy and management, leadership and oversight, client relationship management, financial analysis and reporting, risk management, market research, strategic planning, performance monitoring, compliance and regulation, and stakeholder communication.

Selected Accomplishments:

- Raised \$125 million in 18 months from corporate and public pension funds.
- Designed and developed the information technology system, streamlining operations and enhancing productivity.
- Negotiated all contracts which led to the firm's management fees being 40% higher than the industry.
- Developed a hiring system that led to 90% retention of new hires in their first five years of employment.
- Wrote operating manual for the firm which laid out best practices for excellence.
- Managed client relationships with the board of trustees

UNIVERSITY OF DETROIT MERCY - Detroit, MI

Michigan's largest and most comprehensive Catholic University is located in the city of Detroit with approximately 6,000 students, 100 academic degrees, and programs through seven schools and colleges.

Adjunct Professor – College of Business Administration

(2004 - 2007)

Responsible for teaching a variety of graduate and undergraduate finance courses.

Selected Accomplishments:

- Demonstrated a strong ability to bridge the gap between theory and application.
- Exclusively taught Financial Management and Personal Finance courses
- Participated in the finance department's curriculum planning.

Instructor of Finance

(1991 - 1997)

Responsible for teaching and curriculum development, student engagement and support, assessment and evaluation, research and scholarship, advising and mentoring, administrative duties, professional development, collaboration, and academic service.

Selected Accomplishments:

- Demonstrated a strong ability to bridge the gap between theory and application.
- Ranked in the 90th percentile consistently in student surveys.
- Lectured exclusively to the delegates from the People's Republic of China in the discipline of finance.
- Academic Advisor for men's and women's basketball teams

Director of College of Business Administration – Evening and Weekend Programs (campus Dean)

(1991 - 1996)

Responsible for program development and management, faculty and staff coordination, student recruitment and retention, academic advising and support, budget and resource management, quality assurance and improvement, strategic planning, compliance and accreditation, community and industry engagement, and administrative oversight.

Selected Accomplishments:

- Oversaw entire operations, including two administrators and six full-time and ten part-time faculty members.
- Decreased time for non-traditional students to graduate by 30%.
- Increased academic awards for non-traditional students by 85%.
- Played a leadership role in the merger of the evening and weekend programs for the University of Detroit and Mercy College
- Designed and created an operational manual leading to a more student-focused approach.
- Played a key role in curriculum development and articulation agreements.
- Led the college in the completion of two consecutive successful accreditations.
- Lead instructor for the "Chinese Delegate Executive Training Program" offered in Beijing, China

NATIONAL FOOTBALL LEAGUE

The largest professional American football league comprises thirty-two teams from American cities and regions.

Lecturer

(1992 - 2001)

Responsible for providing financial education and guidance tailored to the unique needs and challenges faced by professional athletes, which involved financial education and training, personalized financial planning, financial literacy development, retirement and career transition planning, legal and regulatory compliance, risk management, collaboration with financial advisors, workshops and seminars, confidentiality and trust building, and ongoing support and mentorship.

Selected Accomplishments:

- Ranked number one ten years straight amongst thirty-two teams for the most players attending financial seminars.
- Developed the players' program (financial education seminar) for the Detroit Lions, Inc.
- Advised current and retired players from the League on financial matters.

THE CBS GROUP, LLC - Detroit, MI

Investment management firm specializing in investment funds for institutions and high-net-worth individuals.

President

(1990 - 1991)

Responsible for strategic leadership, portfolio management oversight, client relations, compliance and risk management, operational management, team leadership and development, marketing and communication, performance monitoring and reporting, innovation and strategy, and governance and advisory.

Selected Accomplishments:

- Directed and implemented policies, objectives, and activities to ensure continuing operations, maximum return on investments, and increased productivity.

- Launched financial education programs to instruct institutions and individuals on how to invest.
- Managed portfolios for high-net-worth individuals
- Negotiated the merger of The Cbs Group, LLC and WILMOCO Capital Management, LLC

FORD MOTOR COMPANY – Detroit, MI

\$100 billion global automotive company, ranked 3rd on Fortune 500 and 2nd within the industry. Manufactures and distributes automobiles in 200 markets across six continents and has over 300k employees in 100 plants.

Senior Financial Analyst – Controller's Office

(1988 - 1990)

Responsible for financial reporting, budgeting, and forecasting, financial analysis, internal controls and compliance, process improvements, month-end and year-end close, audit support, financial systems management, communication and collaboration, ad hoc reporting, and analysis.

Selected Accomplishments:

- Developed financial models to track operational expenses for the Ford and Lincoln-Mercury divisions.
- Built business plans to determine profit margin for vehicles sold in North America
- Oversaw the implementation of a \$1.4 billion budget for North American sales operations.
- Consolidated all financial reporting for North America
- Designed a purchase strategy for car rental companies' acquisitions.
- Launched a program to lease vehicles to retail customers.

VOLKSWAGEN OF AMERICA - Lanham, MD

U.S. subsidiary of the Volkswagen automobile company of Wolfsburg, Germany, a \$25 billion company with approximately 7 percent of the U.S. car market, with over 1,000 dealerships and over 340k employees.

Market Analyst - Intern

(1987 Summer)

Responsible for market research, sales performance analysis, demand forecasting, competitive analysis, sales strategy support, customer insights, reporting and presentation, process improvements, collaboration, and ad hoc analysis.

Selected Accomplishments:

- Designed an allocation system that increased the delivery of vehicles to dealerships by 25%.
- Developed a plan for dealerships to relocate stores in new markets in the northeast region.
- Formulated a marketing strategy to halt the decrease in sales and improve the image of the Audi 5000

FACULTY EXPERIENCE

Guilford Technical Community College

Associate Professor of Business Administration

Jamestown, NC

2014-2023

Guilford Technical Community College

Adjunct Professor of Business

Jamestown, NC

2013-2014

Forsyth Technical Community College

Guest Lecturer – Small Business Center

Winston-Salem, NC

2013-2020

Alamance Community College

Guest Lecturer – Small Business Center

Burlington, NC

2015-2019

Lake Superior State University

Associate Professor of Business Administration

Sault Ste Marie, MI

2007-2009

Accredited: Candidate for ACBSP – The Ass. of Collegiate Bus. Schools and Programs

Note: Includes teaching at **Northern Michigan Community College** and **Bay Community College**

University of Detroit Mercy

Adjunct Professor of Finance

Accredited: AACSB Int'l – The Ass. to Advance Collegiate Schools of Bus.

Instructor of Finance

Detroit, MI

2004-2007

1991-1997

Beijing Institute of Technology

Guest Lecturer

Beijing, China

1993 Summer

Eastern Michigan University

Adjunct Professor of Finance

Accredited: AACSB Int'l – The Ass. to Advance Collegiate Schools of Bus

Ypsilanti, MI

1991 Summer

COURSES TAUGHT

Introduction to Business (undergraduate)*	Business Policy (undergraduate and MBA) *
Business Communication (undergraduate)	Principles of Insurance (undergraduate)
Personal Finance (undergraduate)*	Strategic Policy (undergraduate and MBA)
Financial Management (undergraduate and MBA)*	Principles of Marketing (undergraduate)
Fundamentals of Investments (undergraduate and MBA)	Principles of Management (undergraduate)
Advanced Investments (undergraduate)	Business Law (undergraduate)*
Corporate Finance (undergraduate)	Small Business Management*
Global Finance (undergraduate)	Investment Analysis (undergraduate)
People Skills*	

* = Taught at Community College

OTHER RELEVANT EXPERIENCE**GUILFORD TECHNICAL COMMUNITY COLLEGE – Jamestown, NC**

As a member of the North Carolina Community College system, GTCC is the third largest of the 58 institutions. Serving more than 35,000 students from six campuses and a Small Business Center.

Student Services Representative

(2015 – 2023 Summers)

For nine consecutive years, worked in the student services center to gain student services experience in servicing students in various areas, which included recruiting, onboarding, and advising.

Selected Accomplishments:

- Advised newly admitted students.
- Assisted prospective students with their applications and financial aid.
- Supported the admission director with recruitment activities.
- Advised returning students about class selections, major changes, and other pertinent matters.

COLLEGE SERVICE

- Served as the lead person for the finance division for the ten-year SACSCOC Reaccreditation at DCC
- Served as a Member of the Chancellor's Leadership Initiative at Winston-Salem State University
- Served as Chair of the Accreditation Candidacy Committee at Lake Superior State University
- Served as a Member of the Accreditation Committee at the University of Detroit Mercy
- Served as an Academic Advisor for the University of Detroit Mercy Athletic Department
- Served as an Academic Advisor for the Lake Superior State University Athletic Department

COMMUNITY SERVICE

- Served as Chairman of the Small Business Committee for the Roxboro Area Chambers of Commerce
- Served as a Member of the Roxboro Development Group

- Served as a Member of the Roxboro Area Merchants Association
- Served as Judge for the North Carolina Virtual Enterprise International Business Plan Competition
- Served as a Volunteer for the Annual YMCA Mistletoe Run
- Served as a Member Representative of the Super Bowl XL Committee
- Served as a Member Representative of the National Consortium for Academics and Sports
- Served as an Outreach Coordinator at the Center for the Study of Sports
- Served as a Tutor teaching English as a second language to former Burmese refugees.
- Served as a Board of Education Member of Warrendale Charter Academy and as the Treasurer.
- Served as a Board of Directors of Business United with Officers & Youth – 7th Precinct (BUOY-7)

STATE AND NATIONAL SERVICE

- Served as an Advisor and Judge for the Opportunity Funding Corporation (OFC) Venture Challenge business plan competition, including all 28 Historically Black Colleges and Universities (HBCUs) with graduate management programs.
- Served as a Member of The National Association of Securities Professionals (NASP)
- Served as a Member of the National Black MBA Association
- Served as an Advisor to the Ministry of Heavy Machinery and Electronics Industry for the People's Republic of China
- Served on the Board of Directors of the Detroit Heading Company, Inc. as secretary and member of the finance committee.
- Served on the Board of Advisors for the National Association of State Treasurers (NAST)
- Served as a Member of the National Governors Association (NGA)
- Served as a Member of the Republican Governors Association (RGA)
- Served as a Member of the Democratic Governors Association (DGA)

AWARDS AND RECOGNITION

- Selected as a Lakin Fellow for the Thomas A. Lakin Institute for Mentored Leadership Class of 2024
- Selected to attend the AACC Leadership Suite – Future Presidents Institute, June 2024
- Selected to Participate in the 2019 President's Leadership Seminar at Guilford Technical Community College
- Selected as a Member of the 2014 Person County Leadership Program
- Voted one of Michigan's most powerful African Americans in 2003 by Corp! magazine

DISSERTATION, ARTICLES & REVIEW

"Diversity of Community College Trustees: Expanding Opportunities". Education Considerations, Vol. 50: No.2, Community College Leadership (2025), Article 5.

"Paradigm Shift: DEI, Anti-DEI or Underrepresentation?". DiverseEducation.com (December 5, 2024), pp. 46-47.

"Diversity, equity & inclusion: An examination of the lived experiences of African American Trustees within community colleges" (May 2023).

"The Business Side of Small College Athletics", *Black Business Ink* (August 2013), pp. 23. "The Business of Sports", *The Phoenix Newspaper* (July 2013) pp. 1 and 11. "Sitting on the Sidelines: The Plight of HBCU Athletic Programs", *The Phoenix Newspaper* (September 2010) pp. 1,3, and 11. "Investment Theories: To Which Do Korean Firms Conform?" with S.H. Kim and C. Cho, *Midwest*

Review of International Business Research (March 1993), pp. 31-35. Book review on *"Sustaining the Regime: North Korea's Quest for Financial Support"* by Robert Daniel Wallace for the Institute for North Korean Studies.

SELECTED PRESENTATIONS AND PUBLICATIONS

Keynote Speaker, 2025 Commencement – RISE Academy, George Washington High School, and Adult Education Program, Danville Public Schools. Speaker at the Washington State Association of College Trustees (ACT) 2025 Spring Conference "The Work Still Needs to Be Done: Trustees Impact on Mission, Vision and Values". Speaker at the 2024 ACCT Congress "A State of Affairs: The Underrepresentation of Minority Community College Trustees", October 2024. Speaker at the AACC 2024 Annual Convention "A State of Affairs: The Underrepresentation of Minority Community College Trustees", April 2024. Panel Member for the "Pathways to Economic Recovery Summit" at North Carolina A&T

State University, October 2021. Guest Lecturer for the Small Business Center at Forsyth Technical Community College on "Budgets, Marketing and Public Relations, May 2013. Speaker for SIFE at Lake Superior State University on "Business Ethics", April 2009. Speaker at the 37th Annual Michigan State Leadership Conference on "Professional Image", March 2009. Monthly Lecture Series at Lake Superior State University "As A Person Thinketh" Dinner & Discussion with Professor Smalls, 2007-2008 Academic Year. Commencement Speaker for the Advanced Technology Academy, June 2007. Presented at the 1998 "NFL Rookies Symposium for the NFL, 31 teams' Vice Presidents of Players' Programs, and all drafted rookies in Denver, CO, on Financial Education, April 1998.

REFERENCES UPON REQUEST

Curriculum Vitae
of
Dr. Carl B. Smalls

Danville, VA 24541

EDUCATION AND DEGREES

Ed.D.	2023	Kansas State University John E. Roueche Center for Community College Leadership Major: Community College Leadership <i>Doctor of Education (Ed.D.) degree</i>
CERTIFICATE	2014	Program Management Institute Learning Resources Network Certified Program Planner (CPP)
	1999	Harvard University John F. Kennedy School of Government Program: Investment Decisions and Behavioral Finance
MBA	1988	Atlanta University Graduate School of Business Major: Finance and Marketing <i>Volkswagen of America Scholar</i>
BS	1983	North Carolina A&T State University Major: Textiles

ACADEMIC APPOINTMENTS

Danville Community College CFO/Vice President of Finance and Administration	Danville, VA 2023-Present
Guilford Technical Community College Coordinator of Inclusion for Impact	Jamestown, NC 2023-2023
Southside Virginia Community College Special Assistant to the President	Alberta, VA 2021 Summer
Guilford Technical Community College Associate Professor of Business Administration	Jamestown, NC 2014-2023
Piedmont Community College Director, Small Business Center and Business Incubator	Roxboro, NC 2013-2014
Guilford Technical Community College Adjunct Professor of Business	Jamestown, NC 2013-2014

Forsyth Technical Community College Guest Lecturer – Small Business Center	Winston-Salem, NC 2013-2020
Alamance Community College Guest Lecturer – Small Business Center	Burlington, NC 2015-2019
Winston-Salem State University Associate Athletic Director of Marketing & Fundraising	Winston-Salem, NC 2012-2013
Lake Superior State University Chair of Department of Business, Economics and Legal Studies Associate Professor of Business Administration Consultant Accredited: Candidate for ACBSP – The Ass. of Collegiate Bus. Schools and Programs Note: Includes teaching at Northern Michigan Community College and Bay Community College	Sault Ste Marie, MI 2008-2009 2007-2009 2007-2009
University of Detroit Mercy Adjunct Professor of Finance Accredited: AACSB Int'l – The Ass. to Advance Collegiate Schools of Bus.	Detroit, MI 2004-2007
Instructor of Finance	1991-1997
Director of College of Business Administration – Evening and Weekend Programs (equivalent to a Campus Dean)	1991-1996
Beijing Institute of Technology Guest Lecturer	Beijing, China 1993 Summer
Eastern Michigan University Adjunct Professor of Finance Accredited: AACSB Int'l – The Ass. to Advance Collegiate Schools of Bus	Ypsilanti, MI 1991 Summer

OTHER NON-PROFIT APPOINTMENTS

Jerry Long Family YMCA Engagement Director - Retention	Clemmons, NC 2016-2017
--	----------------------------------

SIGNIFICANT PROFESSIONAL EXPERIENCE

Seasoned Administrator – oversaw operations within both private and public academic institutions.

Extensive work with accreditation bodies, curriculum (programming), student services, workforce, and economic development—wide-range management of distance learning modalities.

Business and Finance Professor for 32 years – taught at private and public institutions.

Economic and Workforce Development Expert.

Business and Financial Executive with nearly 30 years of experience in financial services and marketing.

Worked with sports programs at both the collegiate and professional levels for 25 years.
 Directed external affairs (marketing and fundraising) for NCAA Division II athletic program.
 Consulted eleemosynary organizations on fundraising strategies.
 Seasoned Fundraiser – expert in soliciting high-end prospects.
 Turnaround Specialist – expert in the stabilization of businesses and programs in transition.
 Lecture and Advisor for the NFL's Financial Education Players' Program for 10 years.
 Senior Financial Analyst for Ford Motor Company – oversaw a \$1.4 billion budget.
 Marketing Internship with Volkswagen of America in 1987.
 Management expertise in four industries: financial services, higher education, sports, and manufacturing.

AFFILIATIONS, MEMBERSHIPS AND AWARDS

President's Leadership Seminar	Guilford Technical Community College
Person County Leadership Program	Roxboro Area of Chambers of Commerce
Chancellor's Leadership Initiative	Roxboro Development Group
National Association of Securities Professionals	Roxboro Area Merchants Association
National Black MBA Association	United Way of Roxboro
Michigan's Most Powerful African Americans in 2003 by	Corp! magazine
Outstanding Young Men of America	Future President Institute
Lakin Fellow Institute	

DISSERTATION, ARTICLES & REVIEW

"Diversity of Community College Trustees: Expanding Opportunities". Education Considerations, Vol. 50: No.2, Community College Leadership (2025), Article 5. *"Paradigm Shift: DEI, Anti-DEI or Underrepresentation?"*. DiverseEducation.com (December 5, 2024), pp. 46-47. *"Diversity of Community College Trustees: Expanding Opportunities"* (November 2024). *"Diversity, equity & inclusion: An examination of the lived experiences of African American Trustees within community colleges"* (May 2023). "The Business Side of Small College Athletics", *Black Business Ink* (August 2013), pp. 23. "The Business of Sports", *The Phoenix Newspaper* (July 2013) pp. 1 and 11. "Sitting on the Sidelines: The Plight of HBCU Athletic Programs", *The Phoenix Newspaper* (September 2010) pp. 1,3, and 11. "Investment Theories: To Which Do Korean Firms Conform?" with S.H. Kim and C. Cho, *Midwest Review of International Business Research* (March 1993), pp. 31-35. Book review on *"Sustaining the Regime: North Korea's Quest for Financial Support"* by Robert Daniel Wallace for the Institute for North Korean Studies.

SELECTED PRESENTATION

Keynote Speaker, 2025 Commencement – RISE Academy, George Washington High School, and Adult Education Program, Danville Public Schools. Speaker at the Washington State Association of College Trustees (ACT) 2025 Spring Conference "The Work Still Needs to Be Done: Trustees Impact on Mission, Vision and Values". Speaker at the ACCT Leadership Congress (October 2024): "A State of Affairs: The Underrepresentation of Minority Community College Trustees." Speaker at the AACC 2024 Annual Convention, "A State of Affairs: The Underrepresentation of Minority Community College Trustees," April 2024. Panel Member for the "Pathways to Economic Recovery Summit" at North Carolina A&T State University, October 2021. Guest Lecturer for the Small Business Center at Forsyth Technical Community College on "Budgets, Marketing and Public Relations", May 2013. Speaker for SIFE at Lake Superior State University on "Professional Image", March 2009.

Monthly Lecture Series at Lake Superior State University "As A Person Thinketh" Dinner & Discussion with Professor Smalls, 2007-2008 Academic Year. Commencement Speaker for the Advanced Technology Academy, June 2007. Presenter at the 1998 "NFL Rookies Symposium" for the NFL, 31 teams, Vice President of Players' Programs, and all drafted rookies in Denver, CO, on Financial Education, April 1998.

SELECTED TRAINING PROGRAM AND OTHER

Selected to attend the Lakin Fellows Institute – Sponsored by the Presidents' Round Table of African CEOs of Community Colleges, October 2024.

Selected to attend the AACC Leadership Suite – Future Presidents Institute, June 2024.

Selected as a Participate in the 2019 President's Leadership Seminar at Guilford Technical Community College (GTCC)

Serve on the Title III Steering Committee as Co-Chair of the Sub-committee - Financial Literacy Component at GTCC

Served as a Member of the Multicultural and Inclusion Committee at GTCC

Served as a Member of the Student Conduct Appeal Committee at GTCC

Served as Division Chair of the 2014 Small Business - Roxboro United Way Capital Campaign.

Graduate of the 2014 Person County Leadership Program - Roxboro.

Selected as a participant in the 2013 Chancellor's Leadership Initiative Program at Winston-Salem State University.

Served as Chair of the Roxboro Chambers of Commerce Small Business Committee.

Served as Vice Chair of the Marketing Committee for the Small Business Center Network.

Served as a Member of the ProfitCents Users Group Committee for the Small Business Center Network.

Instructor for the "Chinese Delegate Executive Training Program" sponsored by the University of Detroit Mercy in September and October 1992

Outreach Coordinator at the Center for the Study of Sports at the University of Detroit Mercy, a member of the National Consortium for Academics and Sports (NCAS) from 1992-1997

COURSES TAUGHT

Introduction to Business (undergraduate)*	Business Policy (undergraduate and MBA) *
Business Communication (undergraduate)	Principles of Insurance (undergraduate)
Personal Finance (undergraduate)*	Strategic Policy (undergraduate and MBA)
Financial Management (undergraduate and MBA)	Principles of Marketing (undergraduate)

Fundamentals of Investments (undergraduate and MBA)	Principles of Management (undergraduate)
Advanced Investments (undergraduate)	Business Law (undergraduate)*
Corporate Finance (undergraduate)	Small Business Management*
Global Finance (undergraduate)	Investment Analysis (undergraduate)
People Skills	

* = Taught at Community College

DR. MICHAEL WAIDE

March 6, 2026 | Host: Dr. Kari Coffindaffer

TIME	EVENT	LOCATION
7:30 – 8:15 a.m.	Breakfast with the President’s Cabinet	Culinary Academy Conference Room
8:15 – 8:30 a.m.	Culinary Academy Tour <i>Host - Interim Dean Jennifer Ellison</i>	Culinary Academy
8:45 – 9:30 a.m.	Interview with Presidential Search Committee	ATC, Room 201A
9:30 – 10:30 a.m.	Interview with Dr. Sarah Tucker, Chancellor, WV Community & Technical College System	ATC, Room 201A
10:30 – 11 a.m.	ATC Tour <i>Host - Vice President of Finance and Administration, Dale Bradley</i>	ATC
11 a.m. – 12 p.m.	Open Forum <i>Employees, Students, and Community Members</i>	ATC, Room 216A
12 – 12:30 p.m.	Student Government Association <i>Host - Associate Vice President of Student Services, Nancy Parks</i>	ATC, Room 205
12:45 – 1:45 p.m.	Lunch and Interview with the Board of Governors	ATC, Room 216B
1:45 – 2:15 p.m.	Directors <i>Host - Pierpont Foundation Director, Kathy Hypes</i>	ATC, Room 113
2:45 – 3:15 p.m.	Aviation Center Tour <i>Host - Dean Dr. Kari Coffindaffer</i>	NAEC
3:45 – 4:15 p.m.	Clarksburg Campus Tour <i>Host - Interim Dean Jennifer Ellison</i>	Caperton Center
6 – 7 p.m.	Dinner with Deans <i>Host - Dean Dr. Kari Coffindaffer</i>	Local Restaurant

DR. MICHAEL WAIDE

Dr. Michael Paul Waide serves as Interim President of Pierpont Community and Technical College in Fairmont, West Virginia, where he also holds tenure as Professor of Medical Laboratory Technology. A licensed Medical Laboratory Scientist in the State of West Virginia, he is certified by the American Medical Technologists (AMT) and the American Association of Bioanalysts (AAB) and is a certified allied health instructor. His leadership reflects a blend of clinical expertise, academic scholarship, and executive experience grounded in a deep commitment to community colleges and the students they serve.

Dr. Waide's professional journey at Pierpont spans faculty, program director, dean, provost, and now president. As Provost and Vice President of Academics, he led the development and implementation of new academic and workforce pathways, strengthened accreditation practices, and introduced data-informed program review processes to ensure quality and sustainability. He administered multimillion-dollar academic and student services budgets, oversaw specialized accreditation compliance, and guided the College's academic and strategic enrollment planning efforts. He also served as Accreditation Liaison Officer (ALO) to the Higher Learning Commission, helping prepare and position the institution for reaffirmation visits, drawing upon his experience with regional and specialized accreditation processes and from his work as an HLC peer reviewer.

As Interim President, Dr. Waide has advanced a 2024–2026 Strategic Plan centered on People, Programs, Partners, and Performance. Under his leadership, the College has expanded high-demand workforce programs in healthcare, manufacturing, and technology; launched an LPN/Paramedic-to-RN Bridge program; secured more than \$2 million in competitive grants; and implemented a \$1.5 million immersive learning initiative to strengthen student readiness for high-skill industries. Career training enrollment has grown significantly, first-time student enrollment has exceeded institutional goals, and the Pierpont Foundation recently surpassed \$1 million in contributions for the first time in its history. Throughout this progress, he has emphasized shared governance, transparent communication, educational program innovation, industry partnerships, and community engagement across the College's 13-county service region.

Dr. Waide's leadership is shaped by both scholarship and lived experience. A native of Weirton, West Virginia, grew up in a steel-mill community where access to higher education was not always assumed. That background continues to inform his focus on first-generation students, adult learners, and rural communities. His doctoral research examined the resilience and persistence of nontraditional-aged community college students in rural Appalachia, a theme that informs his advocacy for guided pathways, workforce credentials, and inclusive student support systems.

Prior to his career in higher education administration, Dr. Waide served as Executive Director of the Wesley Foundation, where he expanded community partnerships, increased operational funding, and developed outreach and support programs for adult learners in higher education.



PIERPONT COMMUNITY & TECHNICAL COLLEGE

His early leadership experience in nonprofit administration continues to influence his collaborative and community-centered approach.

Nationally, Dr. Waide is active in professional service and governance. He serves on the Board of Directors of the American Medical Technologists, along with several regional economic development and education boards. A frequent presenter and published scholar, he has contributed to conversations on healthcare workforce development, student resilience, instructional leadership, and community college innovation.

Dr. Waide holds a Doctor of Education in Educational Leadership from the American College of Education, a Master of Philosophy in Human Development from Syracuse University, a Master of Divinity from Emory University, and a Bachelor of Science in Medical Laboratory Science from West Liberty University. He resides in Fairmont and remains deeply connected to his Appalachian roots, supporting the community with service.

Known for his steady presence, resilience, collaborative spirit, and belief that education should lead to meaningful opportunity, Dr. Waide approaches presidential leadership with both principled humility, seeking to “meet learners where they are.” His work reflects a consistent theme: expanding access, strengthening workforce alignment, and ensuring that every student has a clear and supported pathway to success.

MICHAEL PAUL WAIDE

INTERIM PRESIDENT

PROVOST & VP OF ACADEMICS

BACKGROUND

Dedicated, quality-oriented, purposeful, and results-driven transformational leader with 18+ years of proven progressive executive leadership, management, and communication performance. Ambitious innovator with strong organizational and multitasking skills. Detail-oriented in problem-solving and proactive in strategic planning. Excited to “make a difference” by *meeting students where they are*, empowering their persistence toward success, and serving alongside community college partners.

EXPERIENCE

INTERIM PRESIDENT

Pierpont Community & Technical College

February 2025 - Present

Strategic Leadership and Governance

- Directed the adoption and implementation of Pierpont’s 2024–2026 Strategic Plan, grounded in the four pillars of *People, Programs, Partners, and Performance*—shaped by business and community input
- Strengthened shared governance and transparency through an inclusive Meet & Confer model and working groups, revitalizing clear communication, cross-campus engagement, and shared leadership
- Successfully guided the College through a positive Higher Learning Commission (HLC) site visit, earning commendations for governance, stability, and mission alignment
- Successfully guided programs through successful site visits by specialized accreditors like National Accrediting Agency for Clinical Laboratory Science (NAACLS) and represented the discipline, credentialing, and Pierpont at national board meeting of NAACLS (2023-2025)

Workforce and Program Innovation

- Expanded workforce programs in Phlebotomy, EKG, Certified Medical Assisting, EMT-Basic, and Industrial Manufacturing Technology, responding to regional workforce needs
- Launched the LPN/Paramedic-to-RN Bridge Program, securing \$232,000 in grant funding for curriculum and simulation development

Community Engagement and Representation

- Led participation in 25+ community-sponsored events in 9 months, including community festivals and parades, strengthening public visibility and partnerships
- Coordinated community service and disaster-response efforts, including the Flood Bucket initiative supporting regional flood recovery agency
- Supervised the implementation of a comprehensive marketing plan and strategy, including procurement of the upcoming new website.
- Represented Pierpont across key regional, state, and national organizations, including the Tygart Valley United Way, Marion County Chamber of Commerce, Morgantown Area Partnership, WV Public Education Collaborative, Region VI Workforce Development Board, the Pierpont Foundation, the Kiwanis Club, and an international allied health workforce credentialing agency
- Implemented the system-wide STAND Degree, granting 45 credits for apprenticeship and journeyman experience, creating a fully state-funded pathway to an associate degree
- Furthered the implementation of a \$1.5M federal grant to establish an immersive extended/virtual reality lab, enhancing student readiness for high-skill industries

- Secured \$300,000 to innovate and expand a Surgical Technology training program in a high-demand healthcare field
- Embedded industry-recognized certifications across academic programs to ensure alignment with employers
- Celebrated the development of a counter-service café and bistro at Middletown Commons, funded by a \$90,000 WV Advance Grant, providing real-world learning for Culinary and Hospitality students
- Supported the development of 2+2 articulation agreements with other colleges, creating educational pathways for learners beyond Pierpont

Economic and Workforce Development Leadership

- Expanded institution—employer partnerships through Learn & Earn apprenticeships and on-the-job training (OJT), providing state-matched paid work opportunities and reducing hiring costs
- Deepened collaboration with K–12 and CTE partners, mapping technical coursework to college credit and workforce credentials
- Enhanced incumbent worker training and customized education solutions for regional employers

Institutional Growth and Student Impact

- With our dedicated team, we realized an increased net position, decreased liabilities, and an increased number of days of cash-on-hand
- Doubled non-credit career training enrollment (up 122%), delivering over 11,600 contact hours in the previous 6-9 months
- Empowered student success, outreach, and retention strategies aligned with workforce pathways by launching a working group of deans and directors focused on building persistence initiatives
- Celebrated with our team an enrollment growth of first-time first-year students, achieving 104% of our enrollment goal

Resource Development and Infrastructure

- Celebrated the Pierpont Foundation surpassing \$1 million in contributions for the first time, expanding scholarships, student aid, and certification support; instituted *the Grant Coordinating Committee* for college
- Collaborated with our team and secured nine federal and state grants advancing workforce programs in manufacturing, healthcare, and cybersecurity
- Coordinated and planned with facilities capital improvements like renovations for two campus locations, including deferred maintenance, and integration of an extended reality laboratory for immersive learning

State Leadership and Advocacy

- Hosted WV's governor for a regional press conference, showcasing Pierpont's leadership in workforce and economic development
- Represented Pierpont on the West Virginia Community and Technical College Advisory Council, contributing to statewide policy discussions and collaborative systemwide initiatives and securing state-level investment in high-impact technical and career training programs
- Participated in economic development and West Virginia Chamber of Commerce meetings, promoting Pierpont's mission as a key driver of workforce readiness and regional growth
- Engaged with state policymakers and education leaders to align Pierpont's strategic priorities with West Virginia's long-term economic and workforce strategies

PROVOST & VICE PRESIDENT OF ACADEMICS

Pierpont Community and Technical College

2017 - Present

- Collaborated, created, and implemented new academic and workforce programs or pathways in health science disciplines
- Innovated curricula, responding to industry partners' needs, and transformed course delivery to meet students' learning needs by developing quality online courses and programs
- Utilized data analytics tools to identify trends in adult learner achievement levels and implemented 8-variable program viability matrix
- Implemented data systems to track student performance data and analyze outcomes, resulting in the development of adult learning strategies

- Collaborated with stakeholders to develop innovative workforce education programs in healthcare, integrating learner-centered approaches to promote success
- Demonstrated financial acumen by effectively analyzing and developing budgets and managing \$8.144M in fiscal resources in *Academics and Student Services*
- Teamed up with colleagues to procure awarded grants to support educational programs
- Created a framework for assessing the quality of teaching and learning and annual program viability in higher education institutions
- Collaborated with the Board of Governors and administrators to establish organizational goals and strategic, operational plans for academic and workforce programs
- Collaborated and facilitated the creation of an early college academy for public secondary education students by developing partnerships with 15 school districts
- Served as the institution's accreditation liaison officer (ALO) from 2018-2024 and mentored new ALO
- Applied research methods to assess the effectiveness of academic programs, policies, and processes
- Engaged the organization in continuous quality improvement, developing learner-centered strategies to improve certification pass rates
- Maintained and monitored compliance with federal and state regulatory agencies and regional accreditation for the institution
- Worked in partnership with other administrators to create and deliver professional development and training opportunities
- Ensured compliance with national and state standards related to academic programming
- Coordinated multiple projects and initiatives with different teams simultaneously
- Provided executive leadership and supervision for Student Services division from 2022-2024

PROFESSOR OF MEDICAL LABORATORY TECHNOLOGY

Pierpont Community & Technical College

2011 - Present

- Collaborated with administrators in the development of new curriculum initiatives
- Maximized instructional technologies to enhance effective learning and mentored faculty in instructional design
- Developed innovative curriculum to meet industry needs
- Created and implemented assessment tools to measure student learning
- Advised students on emerging academic and workforce opportunities
- Implemented innovative teaching methods to improve student engagement
- Established organizational goals, strategic plans, and objectives

DEAN OF HEALTH SCIENCES

Pierpont Community & Technical College

2017 - 2018; 2020 - 2021

- Developed template for the general assessment of courses and mentored faculty in assessment, instructional design, and course management
- Monitored specialized accreditation compliance and procedures
- Created and monitored operational budgets in the School
- Completed annual program assessments, including a five-year comprehensive review of academic programs
- Administered federal Perkins grants for improving workforce education
- Ensured compliance with procedures for curriculum changes and academic policies

**PROGRAM DIRECTOR IN HEALTH SCIENCES
ASSISTANT PROFESSOR AND ASSOCIATE PROFESSOR**

Pierpont Community & Technical College

2007 - 2008; 2011 - 2017

- Fostered relationships and collaborated with workforce industry partners and affiliates
- Established course content, developed course objectives and outcomes, and developed new courses
- Conducted inventory control and resource management
- Assessed student learning and implemented plans for quality improvement
- Maintained and monitored program accreditation
- Coordinated and integrated advisory council leadership
- Analyzed budget and authorized purchases of materials and learning resources
- Assessed, evaluated, and improved academic programs and adult learner success
- Innovated new workforce and degree pathways
- Analyzed data on high-stakes certification rates for quality improvement and learner success

EXECUTIVE DIRECTOR OF THE WESLEY FOUNDATION

The United Methodist Church

2005 - 2009

- Administered a \$30K annual budget, including soliciting independent annual audits of accounts
- Developed affiliation agreements with higher education institutions
- Authored grants and secured funding to support the mission of the community-based organization
- Developed apprenticeship and internship programs
- Implemented advisory council leadership with community leaders
- Secured a 52% increase in operational budget within two years to support outreach programs
- Managed human resources
- Created a feeding program and global food pantry for international students
- Fostered positive relationships with community agencies by developing a cooperative outreach program
- Facilitated strategic planning for the organization

EDUCATION

DOCTOR OF EDUCATION (ED.D.) IN EDUCATIONAL LEADERSHIP

American College of Education, Indianapolis, IN, US

2021

Research area: The resilience, persistence, and success of adult learners within community college students in rural Appalachia

MASTER OF PHILOSOPHY (M.PHIL.) IN HUMAN DEVELOPMENT

Syracuse University, Syracuse, NY, US

2017

Research area: A comprehensive, critical analysis of research on intimate partner violence and the LGBTQ community

MASTER OF DIVINITY (M.DIV.)

Emory University, Atlanta, GA, US

2003

Research area: A qualitative research study on the invisibility of older women and care within communities

BACHELOR OF SCIENCE (B.S.) IN MEDICAL LABORATORY SCIENCE

West Liberty University, West Liberty, WV, US

2000

Summa Cum Laude

WORKFORCE CREDENTIALS

- Medical Laboratory Scientist (AMT)
- Medical Laboratory Scientist (WV CLP# 09823)
- Allied Health Instructor (AMT)
- Medical Technologist (AAB)
- Certified Medical Laboratory Assistant (AMT)
- Higher Learning Commission (HLC) Peer Reviewer for Accreditation

SKILLS

- Student-centered focus
- Organizational development and resource allocation
- Policy design and implementation
- Academic and workforce vision
- Fiscal, financial, budget, and grants administration
- Regional and specialized accreditation practices
- Strategic alignment and operational planning
- Strategic planning for governing boards
- Conflict and crisis management
- Assessment and data analysis
- Advocacy for community college higher education at local, regional, and state levels

GRANTS

- Collaborated with colleagues to write and submit grants, secure additional funding, and implement creative changes in the college
- Championed two awarded state grants in LPN/Paramedic to RN bridge (\$232k) and Surgical Technology (\$300k) to innovate new allied healthcare workforce training programs
- Approved \$1.5M congressionally directed grant in 2023 to implement immersive learning technology in community college and workforce education
- Collaborated on the application for state-appropriated funds for the deferred maintenance of campus facilities' infrastructure
- Served on a team to receive an award of \$150k to innovate and develop a workforce training and skills academy for persons with cognitive and intellectual disabilities
- Secured and administered up to \$300k (annually) in federal Perkins V funds for workforce development initiatives
- Awarded on average \$35k of federal Perkins V Collaborative Reserve funds for STEM-based camps for public education students (2022-2023)
- Funded \$15k by Radford University for a sponsored program on male survivors of childhood sexual abuse
- Funded \$5k by The United Methodist Church to innovate a program to address food insecurity for adult learners

GOVERNING BOARD SERVICE

- Vice President, Board of Directors: American Medical Technologists, 2024-present
- Board of Directors, Member: American Medical Technologists, 2022-present
- Member, Pierpont Foundation Board, Pierpont Community & Technical College, 2025-present
- Board of Directors, Member: West Virginia Public Education Collaborative, 2022-present
- Board of Directors, Member: Marion County Chamber of Commerce, 2025-present
- Board of Directors, Member: Morgantown Area Partnership, 2025-present
- Board of Directors, Member: Region 6 Workforce WV, 2022-present
- Board of Directors, Vice President: West Virginia State Society for American Medical Technologists; Member: 2016-present
- Board of Directors, President: West Virginia Society for Clinical Laboratory Science, 2020-2021; 2016-2021 (Member)
- Board of Directors, Member: Court Appointed Special Advocates (CASA) of Marion County for Children of Abuse and Violence, 2014-2016
- Board of Directors, Member: Greenbrier Valley Hospice (now Kanawha Valley Hospice), 2003-2005
- Ethics Committee, Member: Greenbrier Valley Medical Center, 2003-2005

PUBLICATIONS & PRESENTATIONS

- Waide, M. P. (2025). Strengthening resilience and a growth mindset in healthcare practice. [Conference session]. Caribbean Society for Medical Technology (CASMET). St. Kitts and Nevis.
- Waide, M. P. (2025). Empowering healthcare students as emerging leaders: Strategies for success. [Conference session]. American Medical Technologists (AMT). Pittsburgh, PA.
- Waide, M. P. (2025). Building student confidence: Instructional strategies for healthcare instructors. [Conference session]. American Medical Technologists (AMT). Pittsburgh, PA.
- Waide, M. P. (2021). The resilience of community college students in rural Appalachia: A quantitative correlational study. American College of Education. ScholarWorks. <http://hdl.handle.net/20.500.12520/111>
- Waide, M. P., White, M., Craddock, S., Chevront, K. (2018). Point of care (POC) testing. [Micro-credential certificate program]. American Medical Technologists. <https://www.americanmedtech.org>
- Leone, J. L., Conroy, N., & Waide, M. P. (2011). Where's the theory? A critical analysis of LGBT violence research. Paper presented at the 2011 National Council of Family Relations Annual Conference.
- Herd, C. L., Waide, M. P., & Cohn, T. J. (2010). Remediating boundary issues: Triangulation and self-care. *Perspectives on Supervision and Administration*, 20(1), 40-44. <https://www.asha.org/>
- Herd, C. L., Waide, M. P., & Cohn, T. J. (2009). Walking the tightrope: Setting appropriate boundaries within faculty-student relationships. Paper presented at The Teacher Professor Conference.

AWARDS

- Earned a national Exceptional Merit Award in 2024 from the American Medical Technologists
- Tenured Professor of Medical Laboratory Technology
- Inducted into the Kappa Delta Pi International Honor Society in Education
- Awarded the 2021 NISOD Excellence Award by the National Institute for Staff and Organizational Development.
- Recognized as a 2020 Rising Star by the National Council of Instructional Administrators
- Honored with the 2019 Mountaineer Service Award by the West Virginia State Society of American Medical Technologists
- Earned a national Distinguished Achievement Award in 2017 from the American Medical Technologists
- Received the distinguished 2016 Paul E. Edwards Award for Teaching Excellence from Pierpont Community & Technical College
- Recognized as Outstanding Community College Contributor in 2014 by the West Virginia Community and Technical College System
- Awarded Outstanding Graduate Teaching Award in 2011 by Syracuse University's David B. Falk College of Sport and Human Dynamics, Department of Human Development and Child and Family Studies
- Honored with a national award in Campus Ministry and Chaplaincy by the National Campus Ministry Association in 2007