

## The Opportunity

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The North Carolina Department of Adult Correction (NCDAC) is seeking a visionary executive to serve as chief deputy secretary (CDS) for Institutions and Enterprise — one of the most consequential senior leadership roles in North Carolina state government.

This executive will oversee the Division of Institutions and Enterprises — a combined portfolio spanning 55 prison facilities, three Confinement in Response to Violation (CRV) centers, approximately 33,000 incarcerated individuals, more than 11,000 staff positions, and a \$1 billion+ annual budget. This is a rare opportunity to shape corrections policy, drive meaningful reform, and lead a workforce committed to public safety and human dignity.

Salary is competitive and may be offered up to \$210,000, based on experience.

## Scope of Responsibility

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### Institutions

The Division of Institutions is responsible for the custody, care, and programming of the sentenced population across the statewide facilities. Core functions include:

- Custody, care, and case management for sentenced individuals
- Intake, diagnostics, transportation, and population management
- Food services and clinically-approved dietary programming
- Work, education, and re-entry preparation programs
- Facility safety, security, and accreditation standards

### Public Safety & Security Oversight

- Maintain system-wide accountability for institutional safety, offender management, and staff security.
- Provide executive oversight of critical incident management, including escapes, disturbances, natural disasters, and large-scale emergencies.
- Monitor and mitigate risks related to contraband, staffing shortages, use of force, and offender classification.

### Correction Enterprises

Correction Enterprises is a self-supporting enterprise that employs people in custody to produce goods and services for government agencies, state employees, and retirees. Operating 28 manufacturing and service plants across 18 locations, it employs approximately 300 staff alongside 2,100 incarcerated workers and generates more than \$100 million in annual sales. Beyond productivity, Correction Enterprises is a workforce development hub — equipping participants with marketable skills and a foundation for successful reentry.

## Key Responsibilities

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### Strategic Planning & Policy Development (35%)

- Serve as a core member of the NCDAC executive leadership team, shaping mission, vision, values, and agency-wide strategic direction.
- Lead long- and short-range planning for adult correction facilities statewide, including analysis and evaluation of security operations and programming.
- Direct subordinate divisions to establish operational metrics, performance targets, and data-driven accountability frameworks aligned with the agency's strategic plan.
- Monitor emerging legislation and criminal justice research; identify needed statutory, regulatory, and policy changes; and champion their implementation.
- Advance evidence-based practices in custodial management, rehabilitation programming, and workforce development.

### **Organizing, Directing & Operational Oversight (30%)**

- Provide executive oversight of all Institution and Enterprise operations, including direct supervision of deputy secretaries and key staff.
- Analyze operational, financial, and programmatic data to assess facility performance, identify risks, and drive continuous improvement.
- Ensure all division policies, programs, and security operations comply with state and federal law, including the Prison Rape Elimination Act (PREA) and NC General Statutes.
- Oversee capital facilities planning — engineering, design, and ongoing maintenance — and coordinate food service, programming, accreditation, and quality review systems.
- Maintain accountability and resilience across agency operations through collaboration with internal and external stakeholders.

### **Fiscal & Personnel Management (20%)**

- Exercise fiscal responsibility for a portfolio exceeding \$1 billion annually, including biennial budget development, grant proposals, and special budget requests to the Secretary and COO.
- Oversee Correction Enterprises' fiscal forecast and capital plan to ensure receipt-supported sustainability.
- Set staffing goals and program standards; analyze staffing patterns; and direct position transfers across facilities to optimize resource deployment.
- Administer employee disciplinary and grievance policies consistent with NCDAC standards, ensuring due process in all personnel actions.
- Champion workforce development by identifying training needs, promoting career progression, and implementing succession planning for the corrections workforce.

### **Interagency Relations & External Coordination (15%)**

- Represent NCDAC in relationships with county sheriffs, court officials, and local, state, and federal law enforcement agencies.
- Collaborate actively with the NC Post-Release Supervision and Parole Commission, Division of Community Supervision, and Division of Rehabilitation and Reentry on reentry and supervision matters.
- Engage with legislators, the Governor's Office, and officials from other state agencies on matters affecting Institutions and Correction Enterprises operations.

- Represent the agency nationally with organizations including the American Correctional Association, National Institute of Corrections, NC Sentencing and Policy Advisory Commission, and the Governor's Crime Commission.

## What We're Looking For

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### Education & Experience

A bachelor's degree from an accredited institution in business or public administration, criminal justice, or a related field, plus at least five (5) years of senior managerial experience — in the public or private sector — with significant decision-making authority in planning, organizing, and directing complex operations. An equivalent combination of education and experience will be considered.

### Knowledge, Skills & Abilities

- Thorough knowledge of corrections theory and management principles, including organizational structure, operational best practices, and workforce development objectives.
- Familiarity with the legal and policy frameworks governing institutional corrections operations, including PREA and applicable federal regulations.
- Demonstrated ability to exercise sound, independent judgment in high-stakes, time-sensitive, or crisis situations.
- Proven track record of building and sustaining effective working relationships across diverse stakeholders — from frontline staff and community organizations to legislators and law enforcement executives.
- Strong analytical and problem-solving skills, with the ability to translate complex data into actionable strategy and policy.
- Excellent written and oral communication skills, including experience presenting to legislative bodies, senior officials, and the public.
- Ability to direct programs, establish performance standards, and adapt operations quickly in response to changing conditions or legislative mandates.

## Why This Role Matters

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North Carolina's correctional system touches the lives of tens of thousands of individuals and their families across the state. The chief deputy secretary for Institutions is positioned at the center of that impact — driving improved safety outcomes for staff and people in our custody, expanding evidence-based rehabilitation programming, advancing workforce development through Correction Enterprises, and helping build a corrections system that serves the long-term interests of North Carolina communities.

This is an opportunity to lead at scale, to influence policy, and to leave a lasting legacy in public service.

## How to Apply

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Interested applicants should submit a cover letter and resume to [DAC-CDSInstitutions@dac.nc.gov](mailto:DAC-CDSInstitutions@dac.nc.gov).