



The Board of Trustees
of the San Francisco
Community College District

**Invites
applications
for Chancellor**



SAN FRANCISCO

San Francisco, consistently voted “My Favorite City” by U.S. and international travelers (there were 16 million visitors in 2006), is a cosmopolitan city of 800,000 people. Located on the hilly tip of a peninsula in Northern California, it is bounded by the Pacific Ocean to the west, San Francisco Bay to the north and east, and Silicon Valley to the south. San Francisco’s mild climate encourages outdoor activities throughout the year.

With its many foreign consulates and trade offices, San Francisco is a gateway to world trade, particularly to the emerging economies of the Pacific Rim, Mexico, and Latin America. The City is the economic hub of the Bay Area, which includes 7.2 million people in nine counties. San Francisco’s financial district is anchored by a Federal Reserve Bank and the Pacific Stock Exchange. It serves also as the headquarters for scores of companies, including about a dozen in the Fortune 500. The City’s major industries are services, including tourism and hospitality, legal services, retail trade, finance, and insurance.

San Francisco has a long history of tolerance and diversity. It has also a broad range of cultural facilities, including resident professional companies of opera, ballet, theater, music, and sports. The City recently added the new Asian Art Museum and the newly designed/modernized De Young Museum and the Museum of African American Diaspora to a list of new cultural centers in San Francisco with plans for six new museums in the South of Market area (such as the Mexican Museum, and the Jewish Museum). There has also been the development of a Mission Bay biotechnology park as a part of the new UCSF campus, as well as the state’s new Institute for Regenerative Medicine.

CITY COLLEGE OF SAN FRANCISCO

City College of San Francisco, a comprehensive community college, serves the diverse adult population of the City and County of San Francisco, California. The College provides credit and noncredit instruction toward the goals of transfer to baccalaureate institutions, occupational skills training, English as a Second Language (ESL), and other adult education programs. City College serves 106,480 students annually at 11 campuses and more than 100 additional sites around the city. City College is staffed by approximately 2,300 faculty, 900 classified staff, and 50 administrators, and has a total annual budget of more than \$185 million. The students of City College of San Francisco are an ethnically diverse population, and a reflection of the diverse cultures, values, orientations, and ethnicities of the great “City by the Bay” and the surrounding region.

To serve its students and community, the college has aggressively pursued outside funding (e.g. Title III, TRIO, NSF) and resources (\$25-30M annually) that help fulfill its mission with a particular focus on student retention/success, transfer, Bio/Stem Cell Technology, and Network and Information Technology. Two voter-approved local bond campaigns, along with matching state funds, have generated over \$700M to help fund increased technological support for students and faculty, expand child care, improve classroom safety, repair deteriorating facilities, construct new buildings for the Chinatown/North Beach and Mission Campuses, and increase and equalize access for the disabled on all campuses. City College has also won state grants supporting the Early Childhood Mentoring program, serving all the state’s 100+ community colleges, and economic development grants in areas including advanced transportation and technology, biotechnology, and stem cell technology.

The college has a thriving shared governance system and takes great pride in the collaborative nature in which its various constituencies work together. The leadership of the Academic Affairs and Student Services Divisions have made significant contributions and accomplishments to City College of San Francisco and increased respect engendered throughout the community and the nation



**The new state-of-the-art
Community Health &
Wellness Center serves
as a gateway to the
Ocean Avenue Campus.**



Opportunities & Challenges

The new Chancellor will provide unifying and participatory leadership to a dynamic, complex, urban, and diverse district. CCSF students are served by faculty, staff, and administration committed to student achievement and academic excellence. The next Chancellor will continue to bring long-term stability, build upon the District's strong legacy, achieve the next level of success, and continue the prominent leadership role of the District in the state and nation. The Chancellor will have the opportunity to:

1. Commit to and advocate for academic excellence and student service programs that are among the best in the nation, while helping the District attract new and diverse students;
2. Foster and support a campus climate that values diversity in its students, faculty, staff, administrators, and community; promotes a sense of unity and pride within the multicultural community; and ensures equitable access to post-secondary education;
3. Invest resources in recruitment and retention of highly qualified and diverse faculty, staff, and administrators;
4. Encourage and reward innovation among faculty, staff, and administrators and provide both leadership and professional development opportunities;
5. Strengthen collaborations and partnerships with local community groups, governmental agencies, K-12, colleges and universities, and both local and global business and industry with the goal of raising the profile of the College as the primary local workforce provider;
6. Attract external resources to the District through public-private partnerships, support continued growth of the CCSF Foundation, and develop new fundraising opportunities;
7. Provide leadership for the district-wide strategic participatory planning processes with sensitivity to the communication challenges faced by a large complex district;
8. Advocate for state support and equitable funding for non-credit programs (College Success and Workforce Prep; e.g., ESL, GED, basic skills, workforce development), which serve as bridges to credit programs;
9. Lead and complete an ambitious facilities expansion and renovation program by securing adequate funding through all available means, including bond initiatives, public-private partnerships, state-matching funding, and other revenue-generating opportunities.
10. Continue to integrate technological advancements into all administrative levels of the District to achieve greater efficiencies and system coherence.

Ideal Characteristics & Experience

The next Chancellor will have a track record of providing superior leadership and possess a high degree of integrity, commitment to and concern for staff, faculty, administrators, and, above all, student success. The Chancellor will be an innovator who is well-versed in current trends and challenges in higher education. Ideal characteristics and qualifications of leading candidates will include:

Leadership

1. Strong visionary leadership with a track record of valuing collegiality and building trust and respect among all of the college constituencies;
2. A comprehensive understanding of the core value of shared governance and of each constituency's role in the process, and the ability to engage all segments in positive and constructive participatory governance;
3. High professional standards and ethics with a career characterized by personal integrity, honesty, openness, and fairness;
4. A commitment to maintaining high visibility on each campus and in the community, while promoting open communication, dialogue, and unity across all campuses;
5. Prior experience in nurturing a college environment reflective of and responsive to changing demographics;
6. Demonstrated ability to work with an elected Board of Trustees in an open and receptive manner, to support a clear delineation between the roles of the Board and the administration, and to understand and implement Board policy;
7. Excellent critical thinking, problem-solving, and consensus-building skills;
8. Proven ability to motivate others to action, plan for the future, and accept challenges;
9. Highly effective leadership, communication, and advocacy skills, especially on issues related to faculty and student success.

Academic Excellence

10. Commitment to the comprehensive community college mission and philosophy, including such aspects as lifelong learning, non-credit, adult education, basic skills, career and technical education, transfer programs, and academic freedom for faculty;
11. A clear focus on teaching, learning, academic excellence, student learning curriculum issues, and student success as institutional priorities;
12. Commitment to management systems technology as a vehicle for teaching and learning;

Students

13. A record of working to ensure a holistic approach to the students' well-being, success, and their ability to be informed participants in society and to compete in a global market;
14. The ability to recognize and respond to student needs, including equitable training, access to technology, and basic skills development;
15. An understanding of the critical relationships, as seen by students, among academic, career, and technical programs;

Diversity

16. The ability to lead an institution that values and respects a multicultural population and an understanding of the programs and services necessary to facilitate equitable access and success;
17. A genuine commitment to and encouragement of diversity among students, faculty, staff, and administrators, and a sensitivity to broader related issues;
18. Demonstrated sensitivity and understanding in working with faculty, administrators, staff, and students as well as community groups of diverse academic, socioeconomic, cultural, sexual orientation, disability, and ethnic backgrounds; (Consult the list of District protected categories in the Non-Discrimination and Equal Employment Opportunity policy printed herein.)

Community

19. The ability to strengthen the relationship between the College and the local communities and solicit input and support from community representatives;
20. The ability to foster trust and respect among all members of the District community and the Board of Trustees;
21. Experience in working in a demographically complex urban setting;
22. Experience in promoting high-wage/high-demand workforce and economic development initiatives that address the current and future needs of the city, region, and state, including partnering with local universities, public schools, organized labor, governmental agencies, elected officials, as well as global, federal, state, and local workforce systems;

Advocacy

23. Dedication to advocacy for adequate funding for all services and programs;
24. The ability to serve as an effective spokesperson for the College in the media and the community;
25. Public relations skills which include clear oral and written communication skills and excellent listening and interpersonal skills;
26. The ability to promote CCSF's role by strengthening local, state, national, and global initiatives that support and enhance the community that the District serves;
27. The ability to provide leadership in support of the District's outreach efforts at local, state, national, and global levels;
28. Experience in establishing a comprehensive fundraising effort, including alumni support, planned giving, and annual campaigns;

Management

29. Executive leadership experience in developing and implementing strategies for enrollment management, growth, and retention;
30. Experience in leading a process that will result in balanced budgets, especially during periods of fiscal restraint;
31. The ability to lead, motivate, delegate, and embrace contributions from all levels;
32. Successful experience in strategic planning, budgeting, resource allocation, and fiscal management;
33. Experience with facilities management, including a commitment to sustainability and green campuses;
34. The ability to implement effective equal employment opportunities and to encourage faculty and staff development;
35. The ability to manage finances/budgets and achieve fiscal stability in a large postsecondary educational institution;
36. Leadership experience in setting priorities and acquiring the appropriate personnel and resources for the development and/or enhancement of new and existing technologies;
37. Leadership experience in ensuring funding and development of student support programs to ensure greater retention and success of historically underrepresented communities.



San Francisco Community College District

Minimum Qualifications

California state-mandated minimum requirements for the position of Chancellor are an earned master's degree from an accredited institution and one year of formal training, internship, or leadership experience reasonably related to the Chancellor's assignment or equivalent.

Desired Qualifications

In addition to the California state-mandated minimum requirements, the City College of San Francisco is seeking candidates that also meet the following qualifications:

1. An appropriate educational background, preferably an earned doctorate from an accredited institution;
2. At least 7 years of progressively advancing senior executive level administrative experience within a large complex urban postsecondary educational institution, preferably a community college;
3. A minimum of 3 years of full-time faculty, librarian, or counseling experience in an accredited postsecondary institution (or the equivalent in cumulative part-time faculty experience);
4. Demonstrated leadership as an academic/student development administrator at a community college or other postsecondary institution and demonstrated successful experience in supervision, budget development, management, personnel evaluation, program development, retention and enrollment development, and other management-related activities;
5. Demonstrated successful experience working collegially with respect for the contract and mutually agreed upon goals of labor, and commitment to working with all groups in order to meet those goals (bargaining units: *SEIU 1021, AFT 2121, DCC, etc.);
6. Demonstrated successful experience working with a diverse group of participatory governance constituencies (*i.e. the Associated Students, SEIU 1021, the Academic Senate, and the Administrators' Executive Council);
7. Demonstrated successful community experience.

* Will be linked to the document on the website.

APPLICATION PROCESS

Candidates must submit the following documents:

- **A letter of application** that succinctly addresses how candidate's experience and professional qualifications prepare him/her for the role of Chancellor. Please address the College's strategic goals and the desired characteristics (not to exceed five pages).
- **A current resume**, including cellular telephone number and e-mail address.
- **Candidate cover sheet**, which is a one-page synopsis of your professional career.
- **A reference list** with names, home and business telephone numbers, and email addresses of fourteen references: three supervisors (one board member), two direct reports, three support staff, three students, and three faculty members from current or former institutions.

These four (4) documents will be the only application information presented to the search committee.

Electronic copies of the application package should be sent to: searches@acct.org

Application Deadline: The position will remain open until filled. For full consideration applications should be submitted before Wednesday, September 10th, 2008.

In addition, please send a paper copy of the application to:

City College of San Francisco Chancellor Search
Association of Community College Trustees
c/o: Narcisa Polonio
1233 20th St. NW, Suite 301
Washington, D.C. 20036

For additional information, visit www.acct.org/services/recruit/

For more information, please contact:

Narcisa Polonio, Ed.D, Vice President,
Education, Research & Board Services, ACCT
E-mail: npolonio@acct.org
Telephone: 202-276-1983

Non-Discrimination & Equal Employment Opportunity Policy

It is the policy of the City College of San Francisco to provide all persons with equal employment and educational opportunities regardless of race, color, ancestry, national origin, ethnic group identification, religion, age, gender, marital status, domestic partner status, sexual orientation, disability or AIDS/HIV status, medical conditions, gender identity, or status as a Vietnam-Era veteran. These categories specifically include status as a lesbian, gay, bisexual, transgender, or questioning person in any District program or activity. For further information, contact the CCSF Affirmative Action Office, (415) 241-2285.