OVERVIEW AND NEXT STEPS IN CHANCELLOR SEARCH PROSPECTUS

ACCT has reorganized and slightly modified the language of the Chancellor Prospectus in accordance with the input and suggestions that were made by members of the Board of Trustees during the December 19, 2007 meeting.

INTRODUCTION TO SAN FRANCISCO COMMUNITY COLLEGE DISTRICT: (TO BE INSERTED LATER)

BACKGROUND ON CITY COLLEGE OF SAN FRANCISCO: (TO BE INSERTED LATER)

CITY OF SAN FRANCISCO: (TO BE INSERTED LATER)

OPPORTUNITIES AND CHALLENGES:

City College of San Francisco faces many opportunities and challenges over the next 5-10 years. The new Chancellor will have the chance to provide leadership in a dynamic educational environment with a talented and multicultural student body, an outstanding faculty known for high standards of teaching and a dedicated and knowledgeable staff. The next Chancellor will have the opportunity to:

1. Commit to academic excellence and student service, be an advocate for academic and student support programs that are among the best in the state and nation, while helping the college to lead the District in attracting new and diverse students from local and international communities;

2. Create a campus climate that not only values diversity in its students, staff, and community, but also promotes a sense of unity and pride within the multi-cultural community;

3. Recruit and retain highly qualified and diverse faculty, staff and administration and devise a strategy to address the transition of staff and administration into retirement through promotion and development of training opportunities for a diversified workforce in a broad-based economy;

4. Strengthen collaborations and partnerships with local community groups, governmental agencies, k-12, colleges and universities;
5. Attract resources to the District by supporting the continued growth of the District Foundation, by developing and maintaining strong partnerships with the Board of Trustees leading to the success of the District;

6. Develop a process for taking and taking a leadership role in district-wide strategic planning process that is relevant and participatory;

7. Lead an ambitious facilities expansion and modernization program by securing adequate funding through all available means, including bond initiatives, public-private partnerships and state-matching funding, and other revenue generating opportunities.

**Ideal Characteristics and Experience:**

In addition to the minimum qualifications, the Chancellor must have a background in providing strong leadership and possess a high degree of integrity, commitment and concern for staff, faculty, administrators, and above all, student success. The Chancellor must be familiar with current trends and challenges in higher education. Preferred characteristics and qualifications of leading candidates will include:

**Leadership**

1. Facilitating collegiality, trust and respect among all of the college constituencies;

2. A comprehensive understanding of the core value of participatory governance and each constituencies' role in the process, and the ability to engage all segments in positive and constructive participatory governance;

3. Strong visionary leadership with a high degree of personal integrity and commitment to the College and the community;

4. High professional standards and ethics with a career characterized by integrity, honesty, openness and fairness;

5. A commitment to maintain high visibility on campus and in the community, with a willingness to represent the College in each of its campus communities, while promoting open communication and dialogue across all campuses;
6. Prior experience in nurturing a college environment reflective of and responsive to changing demographics;

7. The ability to work with an elected Board of Trustees in an open and receptive manner, to provide leadership that will promote positive Board relations, to support a clear delineation between the roles of the Board and the administration, and to understand and implement Board policy;

8. A positive outlook, sense of humor, excellent critical thinking, problem-solving and consensus-building skills, a proven ability to motivate others, and the ability to plan for the future and accept challenges;

9. Highly effective leadership, communication (oral and written), presentation, and advocacy skills on issues related to faculty and student success.

ACADEMIC EXCELLENCE

10. Commitment to the comprehensive community college philosophy, including lifelong learning, noncredit and adult education, basic skills, business and industry training, and transfer programs;

11. A clear focus on teaching, learning, academic excellence and student success as institutional priorities;

12. A personal and professional commitment to 21st century technology for teaching and learning communication and management systems;

STUDENTS

13. Addressing the basic skills needs of the College’s students and ensuring their success;

14. Recognizing and responding to student needs and understanding the critical relationship among academic, vocational, and technical programs;

15. Working to ensure the well-being of students and advocating for their success;
16. The ability to lead an institution that values and respects a multicultural student population and an understanding of the processes, programs, and services necessary to facilitate their access and success;

17. A genuine appreciation and encouragement of student and staff diversity, and sensitivity to broader, related issues;

18. Demonstrated knowledge, skills, and abilities in working with faculty, staff, and students as well as community groups of diverse academic, socioeconomic, cultural, sexual orientations, disability, and ethnic backgrounds;

19. Strengthening the connection between the College and the local community;

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. 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, K-12, district employees, organized labor, governmental agencies, elected officials, as well as state and local workforce systems;

ADVOCACY

23. Advocating for adequate funding for all services, classes and programs;

24. The ability to serve as an advocate for the College and to promote it in the media and the community;

25. Public relations skills that include clear oral and written communication, excellent listening and interpersonal skills;

26. Promoting the community college’s role by strengthening local, state and national initiatives that support and enhance the community that the District serves;

27. Providing leadership in support of the outreach efforts of the District at local, national and international levels;

MANAGEMENT

28. Developing and implementing strategies for enrollment growth and retention;

29. Leading a process that will result in balanced budgets;

30. Continuing to integrate technological advancements into academic, student and administrative systems;

31. The ability to delegate to Senior Staff and to value the contributions of all

32. The ability to hire a dedicated and productive management staff and to lead and motivate an entire management team;

33. Successful experience in strategic planning, budgeting, resource allocation, fiscal management, facilities and strategic planning;

34. Implementing effective equal employment opportunities and encouraging faculty and staff development;

35. Managing financial and fiscal stability either in a large, complex
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community college, postsecondary educational institution, business, or industry;

36. Leading an institution through personnel and facilities transitions;

37. Providing leadership in acquiring the appropriate personnel and resources for the development and/or enhancement of new and existing technologies;

38. Providing leadership in ensuring funding and development of support programs to ensure greater retention and success of underrepresented communities;

**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.

**Additional Preferred Minimum Qualifications:**

The Chancellor must also demonstrate a sensitivity to and understanding of diverse academic, socioeconomic, cultural, sexual orientation, disability and ethnic backgrounds of community college students, staff, faculty and administrators (*This language to be replaced with language from CCSF Manual*). Preferred qualification of leading candidates will include:

1. An appropriate educational background, preferably an earned doctorate from an accredited institution.

2. At least 7-10 years of senior level administrative experience at progressively advancing levels including at least three years of prior CEO experience within a community college setting, other postsecondary educational institution, and/or business or industry;

3. A minimum of 3 years of full-time faculty experience in an accredited postsecondary institution (or the equivalent in cumulative part-time teaching); (*Language to be vetted by faculty to ensure librarians and counselors are addressed properly*)

4. Demonstrated leadership as an academic/student development administrator at a community college or other post-secondary institution; and demonstrated successful experience in supervision, budget development, management and evaluation, personnel...
5. Demonstrated successful experience working with Labor (e.g. California bargaining units including SEIU 1021 and AFT 2121);

6. Demonstrated successful experience working with a diverse group of participatory governance constituencies (e.g. the Associated Students, the Classified Senate, the Academic Senate, and the Administrators’ Executive Council);
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. (THE LANGUAGE ABOVE WILL BE REPLACED WITH LANGUAGE FROM THE CCSF MANUAL AND ADA LANGUAGE TO BE INCORPORATED HERE)

HOW TO APPLY: (TO BE INSERTED LATER)