CITY COLLEGE OF SAN FRANCISCO

City College of San Francisco (CCSF), 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 towards the goals of transfer to baccalaureate institutions, occupational skills training, English as a Second Language (ESL), and other adult education programs. CCSF serves approximately 100,000 credit and noncredit students annually at 9 campuses and more than 100 additional community instructional sites around the City. City College is staffed by approximately 1800 faculty, 800 classified staff, and 41 administrators, and has a total annual budget of more than $190 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.

City College of San Francisco partnered with the San Francisco Unified School District and the San Francisco Mayor’s Office to collectively receive $3 million from the Gates Foundation to establish the Bridge to Success initiative, which will double the number of low-income students attending and graduating from college by the age of 26 in the next 10 years. CCSF is also a key collaborator in the City of San Francisco’s recent grant award of $7.9 million from the Commerce Department for expanding access to and the adoption of broadband services throughout the City. Over $2.5 million in U.S. Department of Education grants will support three different projects, one focusing on enhancing students’ writing skills, one focusing on the development of leadership skills among Asian American and Pacific Islander students, and one focusing on health-related career pathways that promote social justice in partnership with San Francisco State University. Continuing its leading role in training technicians for stem cell research, CCSF received a nearly $750,000 grant from the National Science Foundation for developing a stem cell workforce pipeline that begins in high school.

The citizens of San Francisco approved local bond measures to improve, renovate, expand, and develop buildings and facilities for the San Francisco Community College District. With bond funding and matching state funds, the new Mission Campus opened in 2007; the John Adams Campus was renovated; the Health and Wellness Center, Child Care Center, Student Health Center, and the Multi Use Building were completed on the Ocean Campus; the new Chinatown/ North Beach Campus opens in Fall 2012; and the Performing Arts Center broke ground on April 20, 2012, for a two-year construction period. The College relies upon well-developed and effective Shared Governance structures to identify its values, set and achieve goals, learn, and improve. All members of the College community: classified staff, faculty, administrators, and students are encouraged through the various Shared Governance System councils, committees, subcommittees, etc. to take initiative for the development of ideas for improvement and the shaping of College-wide policies.
San Francisco is one of the top tourist destinations in the world, ranking 35th out of the 100 most visited cities worldwide (there were approximately 16 million visitors in 2011). A cosmopolitan city of 805,235 people, it is located on the hilly tip of a peninsula in Northern California, bound 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.

A region of 7.5 million people, San Francisco is the financial, cultural, and transportation center of the San Francisco Bay Area. With over 30 international financial institutions, seven Fortune 500 companies, and a large support infrastructure of professional services, including law, public relations, architecture, and design, San Francisco was designated in 2010 as an Alpha World City.

The City became an epicenter of the Dot-Com bubble of the 1990s, and the subsequent Web 2.0 boom of the late 2000s. It has also positioned itself as a biotechnology and biomedical hub and research center. The Mission Bay neighborhood, site of a second University of California, San Francisco campus, fosters a budding industry and serves as headquarters of the California Institute for Regenerative Medicine, the public agency funding stem cell research programs statewide.

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 is also home to numerous museums, including the Museum of Modern Art, the de Young Museum, the Asian Art Museum, the California Academy of Science, the Museum of African American Diaspora, the Contemporary Jewish Museum, and the Mission Cultural Center for Latino Arts.
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, classified 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 and retain new and diverse students;
2. Foster and support a campus climate that values diversity in its students, faculty, classified staff, administrators, and community; promotes a sense of unity and pride within the multicultural communities; and ensures equitable access to post-secondary education;
3. Invest resources in recruitment and retention of highly qualified and diverse faculty, classified staff, and administrators;
4. Encourage and recognize innovation among faculty, classified 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 businesses and industries 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 and support CCSF fundraising efforts and opportunities, including a parcel tax to restore classes and student support services;
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 noncredit programs (e.g., ESL, GED, basic skills, and workforce development);
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, and by working with the mayor, Board of Supervisors, San Francisco Public Utilities Commission, community agencies, and city and state elected officials;
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, possess a high degree of integrity, communicate effectively both internally and externally, and demonstrate advocacy skills on issues related to classified 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 leadership with a track record of valuing collegiality, and building trust and respect among all of the college constituencies towards a collective vision;
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 and frequent visibility on each of the College’s many campuses and in the corresponding communities, 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;

Academic Excellence

9. Commitment to the comprehensive community college mission and philosophy, including such aspects as lifelong learning, noncredit, adult education, basic skills, career and technical education, transfer programs and academic freedom for the College community;
10. A clear focus on teaching, learning, academic excellence, student learning curriculum issues, and student success as institutional priorities;
11. Commitment to information systems technology as a vehicle for teaching and learning;
12. Knowledge of, understanding of, and successful experience leading an institution toward its accreditation standards;
Students

13. A record of working to ensure a holistic approach to the students’ well-being, success, and ability to be informed participants in society and to compete in a global market;

14. The ability to recognize and respond to both credit and noncredit 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 multicultural populations 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, classified staff, and administrators, and a sensitivity to broader related issues;

18. Demonstrated sensitivity and understanding in working with faculty, administrators, classified staff, and students as well as community groups of diverse academic, socioeconomic, cultural, sexual orientation, disability, gender identity, 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 with 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, including during periods of fiscal restraint;

31. The ability to 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.
**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 experience as an instructor, librarian, or counselor 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 employee organizations, with respect for the contract and mutually agreed upon goals of labor, and commitment to working with all groups (e.g., with such bargaining units as SEIU 1021, AFT 2121, and the Department Chairperson Council) in order to meet those goals;
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’ Association);
7. Demonstrated successful experience with diverse communities;
8. Demonstrated successful experience working collaboratively with an elected Board of Trustees to create a budget and implement Board policies.

**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 e-mail 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.

The application package should be sent to:

Clara Starr, Dean of Human Resources  
City College of San Francisco  
Human Resources Department  
33 Gough Street, San Francisco, CA 94103

A copy of the application package may be sent to: cstarr@ccsf.edu, but is not required to be considered.


For more information, visit [http://www.ccsf.edu/News/Chancellor/](http://www.ccsf.edu/News/Chancellor/)

For additional information, confidential inquiries or nominations please contact:

Dr. Preston Pulliams, President, Gold Hill Associates  
E-mail: preston@goldhillassociates.com  
Tel: (503) 704-3425  |  Fax: (828) 251-9580

**ADA Statement**

Applicants who require a reasonable accommodation to participate in this hiring process should contact the District ADA Coordinator at (415) 241-2294 to make the necessary arrangements. Please be aware that verification of a covered disability under the ADA may be required.

**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) 241-2294.