The Board of Trustees of the
San Francisco Community College District
Invites applications for Chancellor

2017
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 and the greater Bay Area. 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 60,000 credit and noncredit students annually at the Ocean Campus, 7 educational centers and more than 100 additional community instructional sites around the City. City College is staffed by approximately 1490 faculty, 700 classified staff, and approximately 99 administrators, and has a total annual budget of more than $191 million. The students of City College of San Francisco are a highly diverse population, and a reflection of the diverse cultures, values, orientations, and ethnicities of the great “City by the Bay” and the surrounding region.

San Franciscans voted overwhelmingly for a property tax initiative that provided additional funds ($14 million) annually between 2013 and 2021. Additionally, several San Francisco and California election outcomes have benefited the College. The passing of local Proposition B extends the current parcel tax by 15 years and increased the College’s annual revenue by $3.4 million per year. It is anticipated that the average annual revenue generated with the passing of local Proposition W into the city of San Francisco’s General Fund may potentially contribute a portion into funding the “Free City College” program. The statewide Proposition S1 will fund approximately $20 million toward the restoration of our Civic Center location and approximately $80 million toward infrastructure improvements at the Ocean Campus. The passage of statewide Proposition S5 will ensure continued funding to the College of approximately $20 million in general fund revenues.

City College of San Francisco is the recipient of numerous grant-funded initiatives, including the following. City College of San Francisco partnered with the San Francisco Unified School District, San Francisco State University and CBOs to collectively receive a $3 million Innovation in Higher Education Award for the Bridge to Success program. The Bridge to Success effort seeks to double the number of San Francisco Unified School District students, particularly African Americans and Latinos, that receive a 4-year college credential. CCSF is a key partner in the City of San Francisco’s 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 support three different projects focusing on enhancing students’ writing skills, development of leadership skills among Asian American and Pacific Islander students, and 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 approximately a $750,000 grant from NSF for developing a high school stem cell workforce pipeline. The California Community Colleges Chancellor’s Office selected City College of San Francisco to implement the California Career Pathways Trust (CCPT) grant project by leading a consortium of organizations in strengthening ICT and Biotech programs.

The citizens of San Francisco have 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 Mission Center opened in 2007; the John Adams Center 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 Chinatown/North Beach Center opened in Fall 2012.

For over 75 years, the San Francisco CCD has aimed to simultaneously provide students with an education and meet the needs of the community. The District has long been recognized for its ability to prepare students for the future by offering college and university transfer, continuing, career and technical education programs and services. Through a participatory governance structure, all constituent groups have an opportunity and a voice to participate in college governance. Strategic planning, data-driven decision-making processes, and student success are at the forefront.

With a reaffirmed accreditation for 7 years, the District is poised to address the challenges of change and prepared to operate in a collegial manner that supports participatory governance, ensures institutional relevancy and stability aimed at supporting staff excellence, student access, success, and completion to meet the needs of the 21st century and beyond.

San Francisco

San Francisco is one of the top tourist destinations in the world. A cosmopolitan city of 864,816 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. The city is renowned for a number of its unique characteristics like its chilly summer fog, steep rolling hills and eclectic mix of Victorian and modern architecture. Its notable landmarks including the Golden Gate Bridge, cable cards, and Chinatown are just a few of its recognizable features.

A region of 7.65 million people, San Francisco is the financial, cultural, and transportation center of the San Francisco Bay Area. The city is also a principal banking and finance center, home of five major banking institutions, Fortune 500 companies, and a large support infrastructure of professional services—including law, public relations, architecture, and design. San Francisco considered an Alpha World City became an epicenter of the Dot-Com-bubble of the 1990s and the subsequent technology boom. It has also positioned itself as a biotechnology and biomedical hub and research center. The Mission Bay neighborhood, site of a second UCSF 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 next 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; promote a sense of unity and pride within the multicultural communities; and ensure 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 to support CCSF fundraising efforts and 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 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 knowledgeable of current trends and challenges in higher education with the ability to effectively lead collegially a large urban community college system. 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:

1. Provide leadership with a commitment to student access and success;
2. Strong leadership with a track record of valuing collegiality and of building trust and respect among college constituencies towards a collective vision;
3. A comprehensive understanding of the core value of participatory governance and of each constituency’s role in the process, and the ability to engage all segments in positive and constructive participatory governance;
4. High professional standards and ethics with a career characterized by personal integrity, honesty, openness and fairness;
5. A commitment to maintaining high and frequent visibility on the College’s Ocean Campus, 7 educational Centers, and many sites in the corresponding communities, while promoting open communication, dialogue, and unity across all locations;
6. Prior experience in nurturing a college environment reflective of, and responsive to, changing demographics;
7. 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;
8. Excellent critical thinking, problem-solving, and consensus-building skills;
9. Proven ability to motivate others to action, plan for the future, and accept challenges and opportunities;
10. 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;
11. A clear focus on teaching, learning, academic excellence, student learning, curriculum issues, and student success as institutional priorities;
12. Commitment to information systems technology as a vehicle for teaching and learning;
13. Knowledge, understanding, and proven experience meeting accreditation standards and sustaining them long term;
14. Leadership skills and commitment to working with the college community to expand and improve student progress and achievement;
15. 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;
16. The ability to recognize and respond to both credit and noncredit student needs, including equitable training, access to technology, and basic skills development;
17. An understanding of the critical relationships, as seen by students, among academic, career, and technical programs;
18. Facilitate ease of entry and ensure equitable access to all systems and services provided to students;
19. The ability to lead an institution that values and respects multicultural populations with and an understanding of the programs and services necessary to facilitate equitable access and success;
20. A genuine commitment to and encouragement of diversity among students, faculty, classified staff, and administrators, and a sensitivity to broader related issues;
21. 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 of the San Francisco Bay Area regardless of race, color, ancestry, national origin, sexual orientation, disability or AIDS/HIV status, medical conditions, gender identity, or status as a Vietnam-era veteran. These categories include status as a lesbian, gay, bisexual, transgender, or questioning person in any District program or activity. This also includes anyone perceived as having these characteristics or associated with anyone having these characteristics;
Community
22. The ability to solicit input and support from local communities and their representatives, and strengthen the relationship between the College and elected officials;

23. The ability to foster trust and respect among all members of the District community and the Board of Trustees;

24. Experience in working in a demographically complex urban setting;

25. 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
26. Dedication to advocacy for adequate funding for all services, and programs;

27. The ability to serve as an effective spokesperson for the College in the media and the community;

28. Public relations skills which include clear oral and written communication skills and excellent listening and interpersonal skills;

29. 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;

30. The ability to provide leadership in support of the District’s outreach efforts at local, state, national, and global levels;

31. Experience in establishing a comprehensive fundraising effort and resource development, including alumni support, planned giving, and annual campaigns;

32. Understanding and savvy of the unique political nature, local and statewide, and how that impacts the institution;

Management
33. Executive leadership experience in developing and implementing strategies for enrollment management, growth, and retention;

34. Experience in leading a process that will result in balanced budgets, including during periods of fiscal restraint;

35. The ability to motivate, delegate, and embrace contributions and participation from all levels;

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

37. Experience with facilities management, including a commitment to sustainability and a green campus and centers;

38. The ability to implement effective equal employment opportunities, and to encourage faculty and staff development;

39. The ability to manage finances/budgets and achieve fiscal stability in a large postsecondary educational institution;

40. Leadership experience in setting priorities and acquiring the appropriate personnel and resources for the development and/or enhancement of new and existing technologies;

41. Leadership experience in ensuring funding and development of student support programs to ensure greater retention and success of historically underrepresented communities;

42. The ability to aid the implementation, evaluation, and maintenance of adequate resources and services at Center locations.

Innovation
43. Provide a vision to grow enrollment by fostering partnerships with schools, businesses, community organizations, and local government; such as the Promise Model and Free City College; programs and services responsive to the community;

44. The ability to lead technological innovation by staying current with educational delivery models.
Minimum Qualifications

1. An earned master’s degree or other equivalent advanced degree from an accredited institution;
2. Three years of recent experience in a senior leadership position;
3. Demonstrated sensitivity to and experience in working with people from diverse racial, ethnic, disabled, and socioeconomic backgrounds.

Preferred Qualifications

1. Doctoral degree from an accredited institution;
2. Five years of recent experience in a senior leadership position in higher education;
3. Three 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. A broadly recognized leader in institution(s) known for: facilitating effective access and successful outcomes for students; using data-driven planning, resource allocation and evaluation; and maintaining an orientation toward creating lasting change in a culture of continuous improvement;
5. Demonstrated successful experience working collegially with employee organizations, with respect for contracts 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 (e.g., the Associated Students, SEIU 1021, the Academic Senate, and the Administrators’ Association);
7. Demonstrated successful experience working collaboratively with an elected Board of Trustees to create a budget and implement Board policies;
8. Familiarity with California Education Codes and other statutory regulations related to the California Community College system.

Application Process

Candidates apply at: http://jobs.ccsf.edu

1. A letter of application that succinctly addresses how the candidate’s experience and professional qualifications prepare him/her for the role of Chancellor. Please address the College’s priorities and the desired characteristics (Do not exceed five pages).
2. A current resume, including cellular telephone number and e-mail address.
3. Candidate Profile Summary sheet of your academic and professional career experience.
4. A reference list with names, home and business telephone numbers, and email addresses of seven references to include: diverse constituent groups from various levels of leadership and services from current or former institutions.

Application Deadline: March 24th, 2017. "Open until filled. Applications received by April 21, 2017, will receive priority review."

For more information, visit: http://www.ccsf.edu/News/Chancellor
For any additional information, confidential inquiries or nominations, please contact:
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ADA Statement

Applicants who require a reasonable accommodation to participate in this hiring process should contact the Title 5/EEO/ADA Officer at (415) 452-5053 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. This also includes anyone perceived as having these characteristics or associated with anyone having these characteristics. For further information, contact the Title 5/EEO/ADA Compliance Officer at (415) 452-5053.