



The Academic Senate

CITY COLLEGE OF SAN FRANCISCO

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Curriculum • Degree Requirements • Grading Policies • Program Development • Student Prep & Success • Governance
Accreditation • Professional Development • Program Review • Planning & Budgeting Processes • Others as agreed

CCSF Academic Senate Executive Council Official Minutes Wednesday, 2014 March 26, 2:30–5:00pm Downtown Campus, room DNTN821

2013–2014 Council Members Present: Monica Bosson, Beth Ericson, Donna Hayes, Vivian Ikeda, Lancelot Kao, Wendy Kaufmyn, Suzanne Lo, Lillian Marrujo-Duck, Carole Meagher, Kitty Moriwaki, Madeline Mueller, Francine Podenski, Suzanne Pugh, Carol Reitan, Lisa Romano, Karen Saginor, Fred Teti, Rosario Villasana, Ellen Wall, Laura Walsh, Debra Wilensky

2013–2014 Council Members Absent: Anna Asebedo, Steven Brown, Venette Cook, Dayo Diggs, Matthew Duckworth, Kimberly Keenan, Lou Schubert

Other Senate Members Present: Dana Jae Labrecque, Kim Ginther-Webster

Guests: Steve Bruckman, Attila Gabor, Susan Lamb, Geisce Ly

- I. Call to Order (2:48)
- II. Adoption of Revised Agenda

Resolution 2014.03.26.01 Resolution to Revise the Agenda

Resolved, that the CCSF Academic Senate amend the Agenda to add an introduction of Geisce Ly and to adjourn in honor of Alejandro Nieto.

Revised Agenda adopted.

Introduction of Geisce Ly, Dean of the Downtown Campus:

Council thanked Chef Betsy Riehle for the coffee and snacks, all prepared by the noncredit culinary students.

- III. Approval of Minutes
Minutes approved from 12 March 2014
05 March 2014 Bipartite Minutes
- IV. Public Comment
 - Links to the online Final Exam information are broken
 - Students have yet to be informed whether or not CCSF will be holding a Summer Session.
 - A clarification of Brown Act limitations on xcouncil communications is needed.

- Registration for multiple semesters is available online simultaneously. Students need to be aware from which semester they are choosing classes.
- If you send a request to the Help Desk, please let them know which computer and which browser you are using.
- IT staff have already rebooted the firewall and connection difficulties are being resolved. .

V. Officers' Reports

President Fred Teti reported: (see Appendix A for full report)

- A CCSF student has sent the Executive Council a request that we formally ask the Special Trustee to hold open Board Meetings that allow for synchronous public comment.
- VC Lamb has noticed that not all pre-requisites are being enforced at registration. A discussion on how to proceed with prerequisites is necessary.
- The Equivalency Committee will need to begin considering additional FSA qualifications for current faculty.
- Faculty who have earned additional FSA qualifications since being hired are encouraged to complete the paperwork for them.

First Vice President Karen Saginor reported: (see Appendix B for full report)

- Please read the report provided on retreat rights for administrators. This will come up in the future for discussion.
- The Chancellor has requested a ceremonial mace be created and carried during the graduation ceremony. The Commencement Ceremony Committee has been notified. There are some objections to the mace as it is a symbol of war. Instead, a student design contest has been suggested.
- Faculty are encouraged to vote in Executive Council elections.

Second Vice President Rosario Villasana reported:

- The Education Master Plan meetings continue. Additional data and support have been provided by Susan Lopez. More meetings have been scheduled.

Secretary Marrujo-Duck reported:

- The Accreditation Committee's Self Study report is almost complete. The simulated Assessment Team will be evaluating the report after Spring Break.

VI. Committee Appointments

<p>Resolution 2014.03.26.02 Resolution Appointing Faculty to the Chancellor's Task Force on Civil Discourse and Campus Climate</p>
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<p>Resolved, that the CCSF Academic Senate appoint Eliazer Ayala-Austin, Fred Chaveria, and Leslie Simon to the Chancellor's Task Force on Civil Discourse and Campus Climate.</p>
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<p>Moved: Monica Bosson; Seconded: Madeline Mueller; MCU</p>

<p>Not Present: Anna Asebedo, Steven Brown, Venette Cook, Dayo Diggs, Matthew Duckworth, Beth Ericson, Kimberly Keenan, Kitty Moriwaki, Lou Schubert</p>
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VII. Unfinished Business

A. Accreditation Update: Proposed changes to the draft new ACCJC Standards

Resolution 2014.03.26.03 Resolution in Support of Appropriate Accreditation Standards for Library and Learning Services

Whereas, the Academic Senate for California Community Colleges resolved in November 2014 to advocate for the concerns of library faculty and for reconsideration of the draft Standards by the ACCJC and to advocate for the retention of the "Library and Learning Support Services" as a separate Substandard in the proposed new ACCJC Standards in ASCCC Resolution 02.05 "Responding to Draft ACCJC Accreditation Standards as They Relate to Libraries and Learning Support Services"; and

Whereas, to date there has been no indication that the ACCJC has accepted any revisions suggested by library faculty through the Council of Chief Librarians of the California Community Colleges, Therefore be it

Resolved, That the CCSF Academic Senate direct its delegate to the Spring Plenary to take positions in support of any further resolutions by the ASCCC in support of advocating for the concerns of library faculty.

Moved: Karen Saginor; Seconded: Suzanne Pugh; MCU

Not Present: Anna Asebedo, Steven Brown, Venette Cook, Dayo Diggs, Matthew Duckworth, Beth Ericson, Kimberly Keenan, Lou Schubert

Resolution 2014.03.26.04 Resolution in Opposition to Proposed ACCJC Standard I.C.9

Whereas, the proposed new ACCJC Standard I.C.9 which states, "Through its policies, procedures and actions, the institution demonstrates that it promotes integrity and that the board, administration, faculty, staff and students, act responsibly and with integrity" is a clear violation of free speech rights guaranteed under the U.S. Constitution, and

Whereas, this proposed new Standard could be used to stifle the expression of perspectives not authorized by institutions, and

Whereas, the ACCJC has already used existing standards against assertions of fact and expressions of views that "attack" ACCJC, finding the institution out of compliance for speech and action that are, or ought to be, part of academic freedom and the constitutionally protected right to freedom of speech; Therefore be it

Resolved, that CCSF Executive Council officers are authorized to encourage other community colleges to forward resolutions in opposition to this new proposed Standard at Plenary.

Moved: Karen Saginor; Seconded: Suzanne Pugh; MCU

Not Present: Anna Asebedo, Steven Brown, Venette Cook, Dayo Diggs, Matthew Duckworth, Beth Ericson, Kimberly Keenan, Lou Schubert

B. Discussion: Area C GELO Recommendations

- A meeting is scheduled for further discussion.

C. Education Master Plan Update

- The Voorhees Group submitted a report showing population trends in San Francisco moving downward. This report did not include the data from the Association for Bay Area Governance showing population trends in San Francisco moving upward.
- In addition, the Voorhees Group data did not take into consideration the effect the ACCJC's decisions have had on CCSF's enrollment.
- Better data is needed along with a strong analytical narrative of that data.

D. Faculty Hiring Procedures Agreement Update

Resolution 2014.03.26.05 Resolution in Support of Proposed Changes to the Faculty Hiring Procedures

Whereas, the hiring of full time faculty has been significantly delayed and many departments are in need of filling permanent positions; Therefore be it

Resolved, that the Academic Senate approve the proposed changes to the Faculty Hiring Procedures.

Moved: Karen Saginor; Seconded: Rosario Villasana; MCU

Not Present: Anna Asebedo, Steven Brown, Venette Cook, Dayo Diggs, Matthew Duckworth, Kimberly Keenan, Lou Schubert

- Administration has already provided two sets of names of administrators who have been appointed for this process: one for categorical hiring, one for unrestricted funds hiring.
- The Executive has appointed one set of faculty for both types of positions. It is important to have a core group aware of all issues regarding hiring.
- These committees are being convened very soon.

VIII. New Business

A: Welcome New Administrator: District Counsel Steven Bruckman

- Steven Bruckman formerly served as Counsel for the State Chancellor's office prior to applying for and receiving his current position at CCSF.
- In regards to Catalog Rights, Mr. Bruckman explained that law (Education Code and Title 5) trumps contract provisions (Catalog Rights), there is very little case law regarding Catalog Rights, and he acknowledged that while students can seek to enforce Catalog Rights, students are unlikely to have the means to do so.
- Mr. Bruckman expressed his willingness to return to the Executive Council to address specific legal questions.

B: Student Achievement Standards

Resolution 2014.03.26.06 Resolution on Institution-Set Standards

Whereas academic institutions use student success data to improve discipline, program, and institutional performance, and

Whereas the Academic Senate Executive Council would like to encourage the use of data to inform standards and also encourage a more rigorous and inclusive conversation regarding the setting of such standards in the future; Therefore be it

Resolved, that the Academic Senate Executive Council endorse the current Institution-Set Standards.

Moved: Karen Saginor; Seconded: Donna Hayes; MCU

Not Present: Anna Asebedo, Steven Brown, Venette Cook, Dayo Diggs, Matthew Duckworth, Kimberly Keenan, Lou Schubert

C. State Senate's Area B Meeting Report

- Area B attendees voted to approve all resolutions brought by other Area B Community College Academic Senates. These resolutions will be forwarded to Spring Plenary for additional votes.
- Fred Teti brought forward a resolution providing an exception to the Faculty Supervision requirements for Foreign Language Labs. This resolution was approved at Area B for forwarding to Spring Plenary. (See Appendix C)
- Area B attendees were also provided updates on some current bills moving through the State Legislature.

D. Job Announcement for "President of City College and Centers" (Appendix D)

Resolution 2014.03.26.07 Academic Senate Resolution on the Draft Job Announcement for the President of City College and Centers

Resolved, That the CCSF Academic Senate strongly urge the Chancellor to withdraw the plan to create a new position of "president" for the College and consider perhaps less ambitious reconfiguring of duties currently assigned to the Associate Vice Chancellor of Centers and the Facilities Manager, especially if it is the case that the ACCJC has rejected the College's proposal for a Substantive Change in Control; and

Resolved, That the CCSF Academic Senate ask that the Chancellor, if he decides to move forward with the creation of this position, consider our suggested changes in the job announcement; and

Resolved, That, in either case, the CCSF Academic Senate very strongly recommend against the title "President of City College and Centers" as it seems to imply that the Centers are not part of the College.

Moved: Karen Saginor; Seconded: Wendy Kaufmyn; MCU

Not Present: Anna Asebedo, Steven Brown, Venette Cook, Dayo Diggs, Matthew Duckworth, Kimberly Keenan, Lou Schubert

E. Update on Foreign Languages Issues: TBA and Study Abroad

- Some of our Study Abroad programs have been cancelled or suspended.
- A variety of options, including joining other study abroad consortiums, are being explored. These other consortium programs do not include the same language study and cultural immersion previously provided by CCSF's program. The preferred solution is to find a way to preserve the important language courses and cultural immersion that our current Study Abroad program provided.
- Our lab hour apportionment is also under revision.

F. Senate Questions for the Chancellor

- The Chancellor has requested a set of questions from the Academic Senate for him to answer during a taped interview. A list of questions was drafted.
- Suggested revisions to the questions can be considered.

G. Instructional Equipment Funds

Susan Lamb presented the list of prioritized Instructional Equipment requests:

- Administration does not yet know the firm dollar amount for Instructional Equipment Funds. They are in the process of reconciling past budget practices with new budget practices.
- A review of technology requests from Program Review reports showed that many departments are asking for Smart Classrooms, Smart Carts, and WiFi access. Perkins funds might be available for these purposes.
- A district wide Instructional Technology plan is under consideration.
- Administration is not aware of or using the long term IT planning guide developed by faculty last year in order to meet Recommendation Number 9.
- Administration did not include faculty in the decision-making for the list of spending priorities.
- The Executive Council reminded Administration that faculty strongly requested to be included in this decision-making process.
- The Executive Council expressed concern that the new budgeting process will fail to restore previous Department budget spending levels.

IX. Open Forum

- Faculty were encouraged to read the December 2013 Community Polling Report.
- Faculty were encouraged to email the Chancellor requesting the facilities funding spreadsheet.
- An announcement was made that the March 13th protest incident will be investigated by a special investigator. A faculty member is needed to sit on an interview panel for candidates.

X. Adjournment - in memory of Alejandro Nieto (5:18)

Streets Paved with Pyrite**Past Meetings/Events** include

- 2014-03-12: Executive Council meeting
- 2014-03-13: Semi-impromptu meeting with Karen and the Chancellor
- 2014-03-14: Accreditation Institute Forum
- 2014-03-15: Enrollment Campaign with Karen
- 2014-03-17: Crisis Management Team
- 2014-03-17: Education Policies Committee
- 2014-03-18: Officers meeting
- 2014-03-18: Accreditation Committee/Simulated Self-Study
- 2014-03-19: Officers meeting with the Chancellor and VC Lamb
- 2014-03-20: Participatory Governance Council
- 2014-03-20: Faculty Association event
- 2014-03-21: Area B meeting at Las Positas College in Livermore
- 2014-03-24: Crisis Management Team

Draft Job Announcements reviewed (some with suggested changes)

- 3D & Sculpture [PT]
- Architecture [PT]
- English [PT]
- LVN [PT]
- DSPS Counselor [PT]
- Interior Design (Arch.) [PT]
- Health Education [PT]

Options for Alvin Ja's request

I believe you all saw Alvin Ja's request for action by the Senate. Please let me know individually your opinions about the following options.

- (1) Ignore it. He's not faculty; we are not required to respond. (I think we agree that's a bit harsh.)
- (2) Insist that it go through the formal process of placing an item on the agenda. This could be (a) at the request of a Council member or (b) by petition of...is it ten (?)...Senate members. My guess is this would take the form of agendizing it "for discussion" to see if that discussion leads to the development of a resolution.
- (3) Take the initiative ourselves and agendize it for discussion.
- (4) Take even more initiative and have a resolution ready for debate. Something like

Whereas, it is as yet unclear whether Special Trustee Agrella's extraordinary powers include immunity from Ed Code Section 72121;

Whereas, Special Trustee Agrella could choose to comply with Ed Code Section 72121

Whereas, the Senate feels strongly that compliance with Ed Code Section 72121 would greatly improve the campus climate, ease some tension, and promote robust dialogue; be it

Resolved, that the Senate strongly urge Special Trustee Agrella to hold open Board meetings complete with synchronous, in-person public comment.

Appendix B:

March 26, 2014

Report of First Vice President of the Academic Senate

Karen Saginor ksaginor@ccsf.edu 415-860-4173

Past Meetings and Events

March 12. Committee on Committees

March 13. CPA/CAA/AFT Rally at Chinatown North Beach Campus

March 13. Education Master Plan Forum at Chinatown North Beach Campus

March 14. Accreditation Forum: Report back on the Accreditation Institute.

March 18. Accreditation Committee.

March 19. Officers meeting with Chancellor Tyler.

March 20. Participatory Governance Council

March 21-23. California Federation of Teachers Convention in Manhattan Beach.

March 24. Assessment Planning Team discussion on Institution-set Standards.

Retreat Rights for Administrators

Administrative contracts give all our administrators the retreat rights that are granted to them under the Education Code. On this topic, the Education Code makes explicit reference to a process agreed upon with the Academic Senate. Our agreed upon process requires that the appropriate department examine the qualifications of any administrator from outside the district before an administrator is given the status of a beginning tenure-track faculty member.

From Contract for CCSF administrators

Termination. Employee serves in the Position at the pleasure (at-will) of the District. For an Agreement with a term longer than one year, the District may terminate this Agreement at any time with or without cause, in the sole discretion of the District, upon 30 days written notice before the termination date. Employee shall have no right to a hearing, a grievance, or other administrative review to challenge the termination of Employee's assignment. This provision does not affect an administrator's right to continued employment in a faculty assignment, or rights afforded other administrators under Education Code sections 87454-87458.1, to the extent such rights exist.

Voluntary Retreat to Faculty Position. In recognition of the District's obligation to provide the Employee an opportunity to voluntarily retreat to a faculty assignment under Education Code section 87458 or 87458.1, whichever is applicable, the Employee shall give the District at least 60 days prior written notice of his/her decision to terminate the Position through retreat to faculty. The decision shall be irrevocable upon notice. ...

Education Code Section 87458. A person employed in an administrative position that is not part of the classified service, who has not previously acquired tenured status as a faculty member in the same district and who is not under contract in a program or project to perform services conducted under contract with public or private agencies, or in other categorically funded projects of indeterminate duration, shall have the right to become a first-year probationary faculty member once his or her administrative assignment expires or is terminated if all of the following apply:

(a) The process by which the governing board reaches the determination shall be developed and agreed upon jointly by representatives of the governing board and the academic senate, and approved by the governing board. The agreed upon process shall include reasonable procedures to ensure that the governing board relies primarily upon the advice and judgment of the academic senate to determine that the

administrator possesses the minimum qualifications for employment as a faculty member. The process shall further require that the governing board provide the academic senate with an opportunity to present its views to the governing board before the board makes a determination and that the written record of the decision, including the views of the academic senate, shall be available for review pursuant to Section 87358.

(b) Until a joint agreement is reached pursuant to subdivision (a), the district process in existence on January 1, 1989, shall remain in effect.

(c) The administrator has completed at least two years of satisfactory service, including any time previously served as a faculty member, in the district.

(d) The termination of the administrative assignment is for any reason other than dismissal for cause.

Appendix C.

Whereas, Legal Opinion 08-02 (2008 October 1) established new strictures by which districts can claim apportionment for “TBA” hours, strictures that many community college labs, including foreign language labs, did not or simply cannot meet;

Whereas, The foreign languages discipline universally recognizes labs as necessary, successful delivery modes for improving student learning outcomes;

Whereas, Meeting the new strictures would entail staffing foreign language labs with instructors from all languages at any given time, even though instructors with minimum qualifications in any foreign language possess knowledge of the pedagogy of foreign language teaching and learning, and can thereby assist students with lab materials and activities that have been assigned by and will be assessed by the instructor of record; and

Whereas, The Board of Governors amended Title 5 §58055 (“Immediate Supervision”) to allow exemptions for health science education, for the Firefighter Joint Apprenticeship programs*, and for early childhood education programs to allow them to meet the new strictures; be it

Resolved, That the Academic Senate for the California Community Colleges collaborate with the Chancellor’s Office to develop a recommendation to the Board of Governors that Title 5 be amended to allow an exemption for foreign language labs so that immediate supervision can be shared by people who meet the state minimum qualifications for teaching any foreign language taught at the college.

*“For both of these areas, the requirement for immediate supervision can be met as a responsibility shared by a qualified person in the workplace/clinic and by an academic district employee.” Memo of June 10, 2009, Carole Bogue-Feinour, Vice Chancellor Academic Affairs Division, Second To Be Arranged (TBA) Hours Follow-up Memorandum.

Resolving the TBA Dilemma: A Tale of Three Memos. Published September 2009 by Michelle Pilati, 2008-09 System Advisory Committee on Curriculum Co-Chair for the Academic Senate for California Community Colleges.

<http://www.asccc.org/content/resolving-tba-dilemma-tale-three-memos>

President of City College and Centers

Position Description:

Under the direction of the Chancellor, the President of City College and Centers serves as the Chief Executive Officer of the college and educational leader. The President of City College and Centers provides executive-level vision, innovative academic leadership, direction, and advocacy for the College Campus and Centers. He/She is supportive of and participates in district participatory processes and is responsible and directly accountable for all college operations.

The President of City College and Centers provides leadership and supervision to the Vice President of Business and Facilities and to the Centers Deans. He/she will be responsible for day-to-day operations, including facilities management, budget management, and the implementation of the class schedule at the Ocean Campus and the Chinatown/North Beach Center, Downtown Center, Evans and Southeast Centers, John Adams and Civic Centers, and Mission Center. The President of City College and Centers is a visionary leader who understands and promotes the roles of the community colleges in a changing society and who will support the college's tradition of innovation and excellence.

Duties and Responsibilities:

Governance, Leadership, and Advocacy

- Provides leadership for the continuing development of student-oriented Master Plans that drive the budget process, resource allocation and facilities and technology planning utilizing a collaborative process.
- Assists the Chancellor in achieving the adopted goals of the Board and District mission, and advocates for City College students and programs.
- Demonstrates expertise in enrollment management
- Coordinates and integrates the activities of the Chancellor's Cabinet in the development and implementation of established core initiatives for the Office of the Chancellor.
- Provides leadership in the collaboration of staff to facilitate planning sessions that will identify critical issues and problems, suggests and recommends options, develops consensus on appropriate alternatives, and works with staff to implement approved recommendations.
- Provides integrated policy analysis and strategic consultation to the Chancellor and senior administration on major issues affecting the District.
- Actively engages in conflict resolution with the ability to foster positive, constructive outcomes.
- Coordinates District-wide special projects on behalf of the Chancellor utilizing honesty, integrity and good judgment to foster beneficial and innovative change within the District.
- Participates with the Chancellor and other District leaders in institutional planning, policy development, and problem resolution.
- Demonstrates skills in strategic/master planning and implementation process.

Academic

- Coordinates activities with the Vice Chancellor of Administration and Finance, Vice Chancellor of Academic Affairs, Vice Chancellor Student Development, Associate Vice Chancellor of Human Resources, and with the Equal Opportunity Compliance Officer to ensure that the hiring of qualified

faculty is within the principles of sound budgetary management, hiring guidelines, and equal employment opportunity. Participates in final interviews as delegated by the Chancellor.

- Ensures the interrelationships of instructional programs and student services.
- Implements academic programs targeted towards eliminating the achievement gap.
- Supports the 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.
- Provides ongoing support and leadership to meet accreditation standards and sustaining them long term.
- Oversees the implementation of the class schedule at the Ocean Campus and at the Centers.
- Provides oversight for the total of cost of operation for all sites and prepares the annual Program Review for Ocean Campus and the Centers.

Student Learning and Student Success

- Supports an environment in which teaching and learning are central to the college mission and encourages ongoing curriculum and program development, including teaching methods and techniques that meet the needs of a diverse student population.
- Ensures that the college offers equitable services and educational opportunities to students at the Ocean Campus and Centers.
- Promotes and supports teaching, learning, and student success by focusing on quality instruction and services.
- Advocates for comprehensive student support services and access needed to ensure student academic success and educational goal achievement.
- Targets college initiatives that improve the success of under-prepared and under-represented students.
- Implements emerging technologies and promotes an appreciation of technology.

Planning, Finance, and Facilities

- Responsible for resource development, fiscal planning and management and strategic and long range planning.
- Oversees all facets of the daily operations of the College and Centers, and develops findings and makes recommendation to the Chancellor to ensure compliance with all relevant national, state and local policies and regulations.
- Expands the College's use of data analysis to make informed decisions.

Professional Development

- Promotes an environment that fosters positive labor relations with faculty and classified staff based on knowledge and experience in collective bargaining and conflict resolution.
- Supports professional growth and development for all employees.

Diversity

- Demonstrates commitment to equal opportunity and intercultural cooperation and respect sensitive communication with people who are diverse in their cultures, language groups and abilities.

- Leads the institution in demonstrating values and respects multicultural population with an understanding of the programs and services necessary to facilitate equitable access and success.
- Supports diversity among students, faculty, classified staff, and administrators, with a sensitivity to broader related issues.
- Promotes 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.

Community Relations and Fundraising

- Responsible for developing, facilitating, and maintaining positive and strong working community relationships with area high schools, colleges, universities, and community-based organizations and agencies.
- Assists the Chancellor with pursuing new revenue including assisting in building a strong relationship with the Foundation to support the college.
- Ability to create and successfully administer capital campaigns, private fund-raising, and other development activities.
- Encourages and supports external funding and innovative programs.
- Ability to develop strong partnerships with business and industry for mutual benefit.
- Commitment to maintain and establish positive relationships and partnerships with other colleges and universities.
- Ability to develop strong alumni relationships.

General Responsibilities

Promotes a work culture aligned with the College's mission to promote the delivery of customer service, innovation, and quality services to students, employees, and the community.

Serves on District and state-wide committees as assigned including participating collegially on CCSF Participatory Governance committees.

Attends Board of Trustees' meetings; make presentations and submit reports and action items related to areas of responsibility.

Performs additional administrative duties and services as requested and assigned by the Chancellor.

Minimum Qualifications

1. Earned Master's Degree or higher from an accredited institution of higher education with a preference given to an earned Doctoral Degree.
2. Demonstrated knowledge, skills, and abilities to work with community college students with disabilities, various sexual orientations, and diverse academic, socioeconomic, cultural, and ethnic backgrounds (required).
3. A minimum of five (5) years of experience at the Dean or Vice President level or above in a community college or other post-secondary institution.

4. A minimum of five (5) years of direct instructional and/or student support services experience in an accredited post-secondary institution.
5. Demonstrated successful experience in supervision, budget development and management, personnel evaluation, program development and review, retention and enrollment management, and planning and implementation.
6. Highly effective leadership, communication (oral and written), presentation, and advocacy skills on issues related to student development and success.
7. Demonstrated commitment to public higher education access and excellence, equal employment opportunity, and diversity in a multi-cultural, multi-ethnic urban setting.
8. Demonstrated experience in community involvement and institutional advocacy, including fundraising and other resource development.
9. Demonstrated ability to develop team building through collegial consultation within a system of participatory governance.
10. Executive skills and expertise to manage faculty and staff relations with efficacy, strategic vision, and intellectual vitality; leadership skills that emphasize collaboration, consensus building, conflict resolution, and problem solving.
11. Fiscal knowledge, skills, and acumen to preserve student services and programs in any economic climate.

[If you would like to claim equivalency, the Administrative Equivalency Application Form is available on the left side margin. This form will be considered as part of the application materials and must be submitted on or before the filing deadline as indicated on the job posting.]

Desirable Qualifications

1. Earned doctorate degree from an accredited institution.
2. Experience as a chief student services officer or chief academic affairs officer or chief business officer.
3. Knowledge of state and federal laws related specifically to community colleges.