

# SEARCH PROFILE:

## CHANCELLOR



**SAN DIEGO COMMUNITY COLLEGE DISTRICT**

CITY COLLEGE • MESA COLLEGE • MIRAMAR COLLEGE • COLLEGE OF CONTINUING EDUCATION

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## THE OPPORTUNITY

The Board of Trustees of the San Diego Community College District (the District) invites applications and nominations for the position of Chancellor. The Chancellor is the Chief Executive Officer of the District and reports to an elected five-member Board of Trustees.

The Board seeks a leader committed to student success, academic excellence, diversity, equity, inclusion, and accessibility. The successful candidate is expected to make a long-term commitment to the District and continue the

evolution and implementation of a common vision developed through participatory governance processes in the best interests of all students, faculty, classified professionals, and administrators. The ideal candidate will support the District's Strategic Plan and be an innovative, entrepreneurial, energetic, and proven leader. The successful candidate must thoroughly understand the role, opportunities, and challenges of a large multi-campus community college district as well as the dynamics of the communities the SDCCD serves.





## SAN DIEGO COMMUNITY COLLEGE DISTRICT

The [San Diego Community College District](#) (SDCCD) is among the largest of California's 73 community college districts. Annually, it provides education to approximately 80,000 students through its three credit colleges:

- [San Diego City College](#),
- [Mesa College](#), and
- [Miramar College](#),
- and the seven noncredit campuses of the [San Diego College of Continuing Education](#).

The District also serves over 5,000 active-duty military personnel, veterans, and dependents.

SDCCD credit colleges offer associate degrees, and career technical certificates are available through the College of Continuing Education and the credit colleges. These courses prepare students for university transfer or employment. Additionally, Mesa College provides a bachelor's degree in Health Information Management under California's

Baccalaureate Program, and City College has a newly approved baccalaureate program in Cyber Defense and Analysis. These courses prepare students for university transfer or employment. The District has active local industry, community, military, and educational partnerships to provide clear career pathways for students. In the 2021-22 fiscal year, the District and its graduates contributed \$4.3 billion to the regional economy.

All SDCCD campuses aim to offer diverse learning experiences in a multicultural setting that meets community needs. Committed to innovation, access, and excellence, the District is working to redefine the community college experience.

SDCCD is overseen by a [five-member Board of Trustees](#), elected by local voters to four-year terms in even-numbered years. The Board's four student members rotate, while the chancellor, the District's chief executive officer, is responsible for executing policies approved by the Board. The District encourages participatory governance, allowing all constituent groups to partake in planning processes.





## THE ROLE OF THE CHANCELLOR

The Chancellor is responsible for all operations of the District and assures that the District is administered in accordance with the policies adopted by the Board of Trustees. The Chancellor provides leadership and advocacy for the District in keeping with the District mission of supporting and promoting student equity, learning, and success. The Chancellor oversees three credit colleges and a large noncredit college with seven satellite campuses. This leader

manages and maintains legislative, community, labor, and District relations and provides leadership to support the implementation of the current District and Campus Strategic Plans. This leader will have a demonstrated record of supporting and advancing institutional fiscal integrity and responsibility, of promoting and respecting participatory governance, and of engaging in broad, respectful, and transparent communication.



# CHALLENGES, ISSUES, AND OPPORTUNITIES IN THE SAN DIEGO COMMUNITY COLLEGE DISTRICT

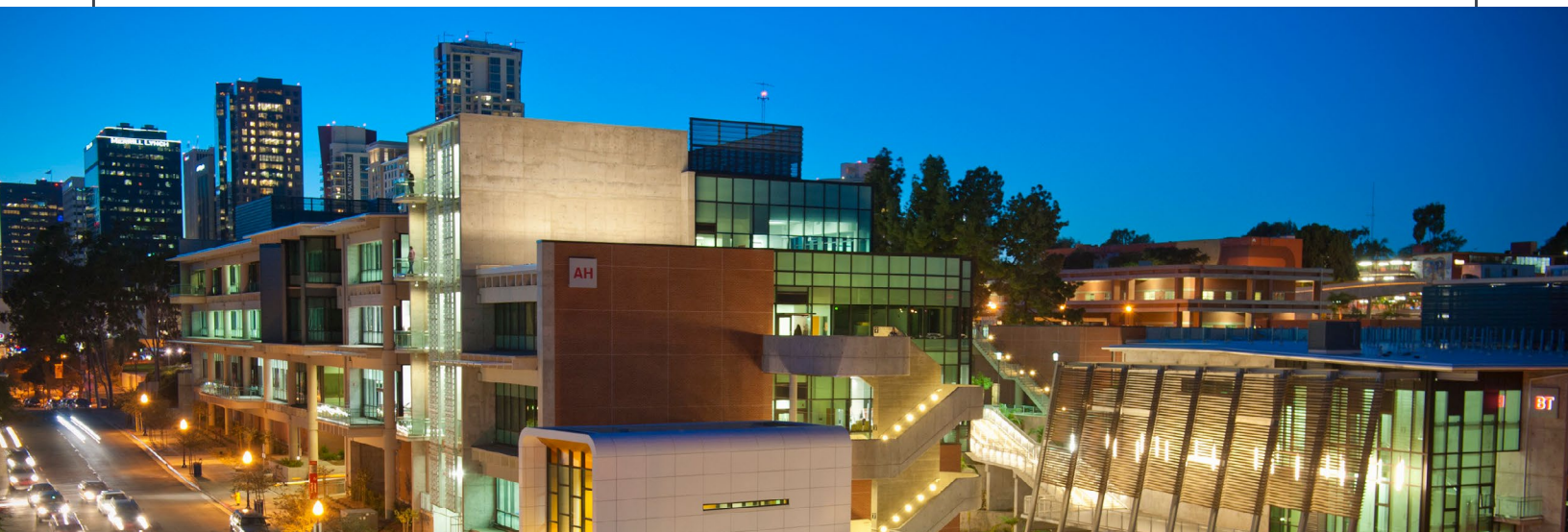
These topics reflect current *Challenges, Issues, and Opportunities* that the candidate will need to address.

## GOVERNANCE, LEADERSHIP, AND ADVOCACY

- Engage in open communication throughout the District and in the community.
- Facilitate meaningful conversations around the Board of Trustees' and District's commitment to achieving education mission-oriented policing.
- Support the District's current leadership team (e.g., vice chancellors and presidents) and ensure a collaborative district leadership team.
- Advocate for participatory governance and promote collegiality, cohesiveness, and respect among all District constituents.
- Facilitate and create a unified community and District environment by developing and strengthening relationships among the colleges, the District Office, and the communities served by the District.
- Enhance the image of the District by promoting its accomplishments and developing appropriate marketing strategies to enhance the relationship among the colleges and the community.
- Advance the District's deep and ongoing commitment to equity, anti-racism, and social justice.
- Strengthen cooperative partnerships with San Diego Unified School District and with institutions of higher learning.
- Strengthen relations with city, county, state, and federal government officials.
- Strengthen efforts to develop affordable housing for students and employees.
- Develop and support bond programs.
- Maintain an active role in issues of regional, statewide, and national concern that impact the District and region.
- Provide information and leadership to all constituency groups on issues such as the state funding formulas, securing outside funding (e.g., grants and partnerships), providing a whole person supportive environment for students and employees, and the community college baccalaureate movement.
- Identify the best mix of on-site and remote work to meet students' needs.

## STUDENT LEARNING AND STUDENT SUPPORT SERVICES

- Promote and support teaching, learning, and student success; maintain and improve the quality of instruction and services; ensure meaningful research and planning.
- Support career and occupational education leading to living wage jobs; support continued development of requisite student skills related to workplace standards of performance.
- Fulfill the needs of a growing and diverse student body while meeting the needs of the local community by working with faculty, classified professionals, administrators, and students to initiate innovative programs and curricula as well as co-curricular activities.
- Advocate for equal access and for needed student support programs to meet student needs; propose ways to improve the success of students while maintaining academic standards.
- Understand and support the role of online education within the mix of educational opportunities offered to students.



# CHALLENGES, ISSUES, AND OPPORTUNITIES IN THE SAN DIEGO COMMUNITY COLLEGE DISTRICT (CONT.)

## COMMUNITY EDUCATION, NONCREDIT EDUCATION, AND ECONOMIC DEVELOPMENT

- Advance the state and region's economic growth and global competitiveness through education, training, and services that contribute to continuous workforce improvement.
- Facilitate life-long learning for members of the community and meet the needs of business and industry through credit, noncredit, and contract education classes and programs.
- Support and expand noncredit and career technical education programs.
- Support community economic development programs and integrate them with District services.
- Expand paid internship and apprenticeship programs for workforce development; facilitate and expand partnerships with employers in the region.

## HUMAN RESOURCES/EMPLOYEE RELATIONS

- Demonstrate effectiveness and commitment to diversity, equity, inclusion, accessibility, and equal employment opportunity.
- Foster an environment of interest-based labor relations with all employee organizations based on knowledge and experience in public sector collective bargaining and conflict resolution.
- Support onboarding, training, professional growth and development for all employees.
- Develop and support succession planning for all District employee positions.

## PLANNING, FINANCE, AND FACILITIES

- Provide experience and leadership in the continuous review and implementation of the District's Strategic Plan; support the establishment and completion of individual institutional plans and goals; provide change management leadership and support for innovative institutional effectiveness strategies.
- Oversee, protect, expand, and leverage the District's fiscal resources through a prudent and transparent financial management system.
- Develop and support current fiscal management practices to address the current climate of diminishing state resources and significant internal budget challenges.
- Provide leadership and strong advocacy to secure and expand state and federal funding for on-going operations; support college and District efforts to pursue state and federal grant funding.

- Demonstrate fundraising capability to secure philanthropic support for programs such as the San Diego Promise, the District and college foundations.
- Develop and expand holistic support that addresses student basic needs.
- Provide management oversight and leadership for the District's long-range facilities management plans; manage the completion of the existing District Bond programs and the development of the District's plan for a Bond offering in November 2024.
- Support the implementation of a data-informed institution and the development of innovative approaches to improve student outcomes and ensure institutional efficiencies and cost containment.
- Support and further develop online educational resources.
- Support and further develop open educational resources (OER) and materials.
- Develop resources to support the maintenance and upgrade of equipment and technological systems in support of innovative classroom and distance learning experiences, student services, and administrative support throughout the District.





# QUALIFICATIONS

## MINIMUM QUALIFICATIONS

- A master's degree from an accredited college or university is required; AND,
- One year of formal training, internship, or leadership experience reasonably related to the administrator's assignment; AND,
- Demonstrated cultural competency; sensitivity to, and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students, faculty, classified professionals, and administration.

## DESIRABLE QUALIFICATIONS

- Senior leadership experience in a multi-community college district is highly desirable.
- Leading candidates will have at least 5 years of senior administrative experience in progressively responsible positions in higher education.
- Experience with and understanding of the California educational system is desirable.
- Classroom or non-classroom college faculty experience is preferred.
- An earned doctorate or equivalent terminal degree.
- Experience working with government officials and advocating for policies to support community college students.
- Leadership in promoting social justice and anti-racism trainings and events which have had a demonstrated effect in changing the campus climate in these areas.
- Experience supporting culture change in a large multi-site institution.

## PERSONAL CHARACTERISTICS AND SKILLS

- A visionary leader with a high level of energy, who is ethical, authentic, honest, transparent, trustworthy, collaborative, and is committed to equity, anti-racism, and social justice.
- An administrator with exceptional written and oral communication skills and the ability to establish strong interpersonal relationships with internal and external audiences including the media. Demonstrated skill in navigating contentious situations with grace, tact, and empathy.
- An educator who is a consensus builder with a management style that is inclusive, collaborative, transparent, and enthusiastic; values, supports, motivates, and develops employees; acknowledges employee contributions; and is open, approachable, and accessible.
- An individual who values and recognizes the importance of professional and personal life balance for everyone.



## PROFESSIONAL CHARACTERISTICS

A leader who:

- Understands and appreciates the role of Boards of Trustees and is committed to establishing a solid CEO/Trustee relationship.
- Is committed to participatory governance.
- Has experience working collaboratively and productively with multiple labor unions and meet & confer groups.
- Has an entrepreneurial mindset.
- Possesses the ability to understand the complex California community college policy, legal, regulatory, collective bargaining environment (internal, state, and federal), and has relevant institutional management experience in navigating such issues.
- Supports the mission of the SDCCD and the competing priorities of transfer, vocational/technical, credit, noncredit, and transitional education.
- Demonstrates an understanding of multi-college districts and the complexity of credit, noncredit, contract, and community education programs.
- Is student-centered, committed to offering learning-centered instructional programs, supports student services, and is sensitive to the effects of all decisions on students and the campus communities.
- Has proven crisis management experience.
- Will work with District leaders to resolve controversial issues and problems in a timely manner while utilizing input from constituent groups.
- Engages with community, business, and industry, and responds to the requests and needs of business and industry leaders, while representing the District effectively.
- Is a politically astute administrator with proven advocacy skills and a solid understanding of local, state, and national legislative processes and issues.
- Is sensitive to and appreciative of, all aspects of societal and economic diversity; and acknowledges the impacts of structural racism on society and in higher education.
- Is a champion for social justice with a track record of success working with DREAMers, immigrant students, students with socioeconomic challenges, sexual and gender minorities, transitional youth, and refugees.
- Has experience in the planning, development, construction, and renovation of college facilities.





## COMPENSATION

The San Diego Community College District offers a comprehensive fringe benefits package including medical, dental, vision, sick leave, vacation, and opportunities for professional development. Compensation will be based on experience and education. Information regarding the base

salary is located at: [SDCCD Chancellor Salary Schedule](#). Note: Historically, base salary increases for the Chancellor have been tied to the [Resource Allocation Formula](#) for all employees.

## BOARD OF TRUSTEES

- Geysil Arroyo
- Mary Graham
- Craig Milgrim
- Bernie Rhinerson
- Maria Nieto Senour, Ph.D.





## APPLICATION AND NOMINATION PROCESS

This is a confidential search process. The position will remain open until filled; however, to guarantee consideration, applications should be received by **October 2, 2023**.

The start date is open to negotiation with the selected candidate.

Academic Search is assisting SDCCD in this search. Applications and nominations should be sent to [SDCCDChancellor@academicsearch.org](mailto:SDCCDChancellor@academicsearch.org).

**Applications must include, in three separate PDF attachments:**

1. A letter of application (not to exceed 5 pages) that emphasizes the candidate's strongest characteristics and experiences that demonstrate why/how the candidate is best suited to be the next Chancellor of the San Diego Community College District. The candidate is discouraged from attempting to cover every item in the Position Profile in their letter.
2. A current resume including an email address and cellular telephone number.
3. A list of eight references: for example - two to three supervisors, a labor leader, two to three direct reports, and two to three faculty and/or classified professionals from current and former institutions.

Prospective candidates may arrange a confidential discussion about this opportunity with one of the Senior Consultants for the search, either Kate Nolde at [Kate.Nolde@academicsearch.org](mailto:Kate.Nolde@academicsearch.org) or Gwendolyn G. Joseph, Ph.D at [Gwen.Joseph@academicsearch.org](mailto:Gwen.Joseph@academicsearch.org).

*The San Diego Community College District is governed by its Board of Trustees. No oral or written representation by any employee is binding on the San Diego Community College District without the express approval of the Board of Trustees.*

*The San Diego Community College District is committed to equal opportunity in educational programs, employment and access to institutional programs and activities. No person shall be unlawfully subjected to discrimination or denied full and equal access to, or the benefits of, district programs or activities on the basis of ethnicity, national origin, religion, age, sex, gender, gender identity, race, color, medical condition, ancestry, sexual orientation, marital status, physical or mental disability, or because he or she is perceived to have one or more of the foregoing characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.*

*The San Diego Community College District:*

- *is committed to employing qualified administrators, faculty, and staff members who are dedicated to the success of all students;*
- *recognizes that cultural competency is an important component of being qualified;*
- *recognizes that diversity in the academic environment fosters cultural awareness, promotes mutual understanding and respect, and provides suitable role models for all students;*
- *is committed to hiring and staff development processes that support the goals of equal opportunity, diversity, and cultural competency and to provide equal consideration for all qualified candidates.*



# ABOUT ACADEMIC SEARCH

Academic Search is assisting San Diego Community College District in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit [www.academicsearch.org](http://www.academicsearch.org).



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