

CITY
COLLEGE
OF SAN FRANCISCO

CHANCELLOR SEARCH POSITION ANNOUNCEMENT



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THE COLLEGE & COMMUNITY

City College of San Francisco is one of the region's premier public community colleges and is dedicated to serving all residents of the community, including minoritized and undocumented students and those new to this country. It resides in the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. Since its founding in 1935, City College has evolved into a multicultural, multi-location college that is among the largest single-college districts in the country. Enrolling nearly 40,000 students, the College offers credit and noncredit instruction and more than 300 degrees and certificates.

Critically, in the years following the student-led strike at San Francisco State University, City College nurtured the development of departments in ethnic and social justice studies. In 1970, City College became among the first colleges to form an African American Studies department, and the first college to develop what is today's oldest program of its kind in the world—Philippine Studies. Birthed as Latin American Studies in 1971, by 2004, the department transformed to provide two distinct fields of study and are the predecessors of today's Latin American and Latino/a/x Studies. That same year, the college offered its first course directed specifically to women's interests and educational objectives, which led to one of the first Women's Studies in the nation, and on-ramped today's Women and Gender Studies. Founded in 1973, Labor and Community Studies offers courses such as Grassroot Organizing and Housing Policy, and students from the program are at the frontiers of advocacy as leaders in almost every community and labor organization in the Bay Area. Among California's oldest certificate programs, the college's Asian American Studies are among a few California programs where the AA or AA-T may be earned online. City College also enjoys the distinction of being the first community college in the United States to have Critical Middle East/SWANA Studies; the first college to have LGBT Studies, then known as Gay and Lesbian Studies; and the first college to offer a Critical Pacific Islands and Oceania Studies major and certificate. City College is also home to Project SURVIVE, a 30 year old nationally recognized and award winning sexual violence prevention education program.

Today, City College serves a richly diverse student population including more than 25% Latino/a/x students and is designated as an Asian American and Native American Pacific Islander- Serving Institution (AANAPISI). And the student leaders continue to bear the torch of bettering the institution and the world around them. In recent history, most notably, they played a critical role in the successful campaign for the "Free City" program. Their advocacy encouraged the voters to approve the "Free City" program, and City College became one of the first tuition-free colleges in the nation, providing all eligible San Franciscans with the opportunity to access quality college credit and noncredit courses and workforce training leading to university transfer and good jobs. Our vision is to provide a sustainable and accessible environment where we support the vibrancy of San Francisco and where we are guided by the principles of equity, inclusiveness, integrity, innovation, creativity and quality.

The College continues to enhance its campus facilities with an \$845 million bond measure which is funding new and replacement buildings and other renovations in line with its Facilities Master Plan. In Spring 2025, we will be opening our new STEAM Building

THE COLLEGE & COMMUNITY

which will house selected science and arts programs. We are also excited to open our new Student Success Center, which is designed as a one-stop-shop dedicated to student support services which includes registration, financial aid, the counseling department, cultural resource centers and spaces designed for student collaboration and connection.

The College serves the community through its Ocean Campus and five centers, along with online instruction and services via City Online:

- **Chinatown/North Beach Center** – Staying true to the legacy of activism of the first Chinatown in the nation and in continuation of community-led advocacy that built the center as documented in *Block by Block: The Struggle to Bring Community College to San Francisco Chinatown*, this center provides a holistic array of offerings to enrich the lives of elderly and first-generation immigrant communities most of whom are still learning English.
- **Downtown Center** – Situated in the transit heart of the Bay Area, and within San Francisco's Filipino Cultural Heritage District amidst the vibrancy of the Yerba Buena Gardens, Union Square and Moscone Convention Center, the nine floors of this center popularly offer ESL and business courses, and in its basement level culinary classes are held with a full-scale kitchen. Throughout the semester, the community enjoys access to a student-run pastry pop up.
- **Evans Center** – Located in Bayview Hunters Point, home to the largest Black community in San Francisco, the center offers high-quality Career Technical Educational programs which include Automotive, Motorcycle, Construction and Custodial Training. Also housed here is the *City Build Program*, a construction program that works in conjunction with the City and County's Office of Economic and Workforce Development, providing workforce training and job placement services to San Francisco residents interested in pursuing a career in the construction industry.
- **John Adams Center** – A short walk from the 1017-acre Golden Gate Park, this center offers affordable healthcare education, and students can become work-ready with as little as one semester training programs. This center also offers programs in Fire Science Technology and Child Development/Family Studies.
- **Mission Center** – Through the love and labor of Latino/a/x community activists, the Mission Center joined a family of community-based organizations to better serve the Latino/a/x population and preserve the La Raza cultural heritage of the Mission District. It offers college-level general education classes, career and vocational training, ESL, transitional studies, and programs for working adults.
- **Ocean Campus** – Boasting the facilities to nurture artistic, athletic, and academic talents and exploration, and the largest number of class offerings and services, the Ocean Campus serves the most students, houses the majority of student-led clubs, registering 80 clubs at its peak, and is the originating or sole home to resources centers, such as the African American Resource Center, Family Resource Center, Queer Resource Center, Veterans Resource Center, and Women's Resource Center. It is also the hub for wrap-around programs focused on supporting marginalized communities such as Puente, UMOJA/African American Scholastic Programs, TULAY/Filipino American Student Success Program, VASA/Oceania Student Success Program, and City DREAM—which serves undocumented students and those affected by immigration status. On campus, the Student Health Center offers mental health counseling, and reproductive and family planning services.

CITY COLLEGE OF SAN FRANCISCO

VISION

CCSF shall provide a sustainable and accessible environment where we support and encourage student possibilities by building on the vibrancy of San Francisco and where we are guided by the principles of inclusiveness, integrity, innovation, creativity, and quality.

Empowered through resources, collegiality, and public support, the college will provide diverse communities with excellent educational opportunities and services. We will inspire participatory global citizenship grounded in critical thinking and an engaged, forward thinking student body.

MISSION STATEMENT

Consistent with our Vision, City College of San Francisco provides educational programs and services that promote student achievement and life-long learning to meet the needs of our diverse community.

Our primary mission is to provide programs and services leading to:

- Transfer to baccalaureate institutions;
- Associate Degrees in Arts and Sciences;
- Certificates and career skills needed for success in the workplace;
- Basic Skills, including learning English as a Second Language and Transitional Studies.

In the pursuit of individual educational goals, students will improve their critical thinking, information competency, communication skills, ethical reasoning, and cultural, social, environmental, and personal awareness and responsibility.

In addition, the college offers other programs and services consistent with our primary mission as resources allow and whenever possible in collaboration with partnering agencies and community-based organizations.

City College of San Francisco belongs to the community and continually strives to provide an accessible, affordable, and high-quality education to all its students. The College is committed to providing an array of academic and student development services that support students' success in attaining their academic, cultural, and civic achievements. To enhance student success and close equity achievement gaps, the college identifies and regularly assesses student learning outcomes to improve institutional effectiveness. As a part of its commitment to serve as a sustainable community resource, our CCSF mission statement drives institutional planning, decision making and resource allocation.

CITY COLLEGE OF SAN FRANCISCO

A COLLEGE OF DISTINCTION

City College of San Francisco has a long history of student successes and distinction statewide and nationally. Here are some highlights of their recent awards and accolades:

- City College journalism students writing for The Guardsman Newspaper and Etc. Magazine continue their success at capturing journalism awards every semester in regional, state and national journalism competitions.
- City College students in the Engineering Program have won the following awards in the Solar Regatta Competition:
 - 2024 - Best Design: Drive Train, Slalom, and Speed
 - 2023, 2022, 2019, 2018 - Regatta Cup Award (2021 and 2020 were not held due to COVID)
- City College students won the 2024 Golden Gate Opener.
 - Gold Medalist - Joyce Wong, Novice IPDA Debate;
 - Top Speaker - Joyce Wong, Novice IPDA Debate;
 - Second Place Speaker - Will Yates, Novice Lincoln-Douglas Debate
- City College students in the diagnostic medical imaging program and registered nursing program have consistently had a 100% pass rate for many years.



CITY COLLEGE OF SAN FRANCISCO INSTITUTIONAL GOALS (2018-2025)



1. IMPROVE THE STUDENT EXPERIENCE

2. INSTITUTIONALIZE EQUITY

3. IMPROVE COMMUNICATION

**4. STRENGTHEN CREDIT AND
NON CREDIT PROGRAMS**

**5. IMPROVE THE OPERATION
OF THE COLLEGE**



**6. STRENGTHEN COMMUNITY, EDUCATION,
AND INDUSTRY PARTNERSHIPS**

**7. MAINTAIN, IMPROVE,
AND BUILD FACILITIES**



**8. EXPAND AND ENCOURAGE
OPPORTUNITIES FOR
PROFESSIONAL DEVELOPMENT**

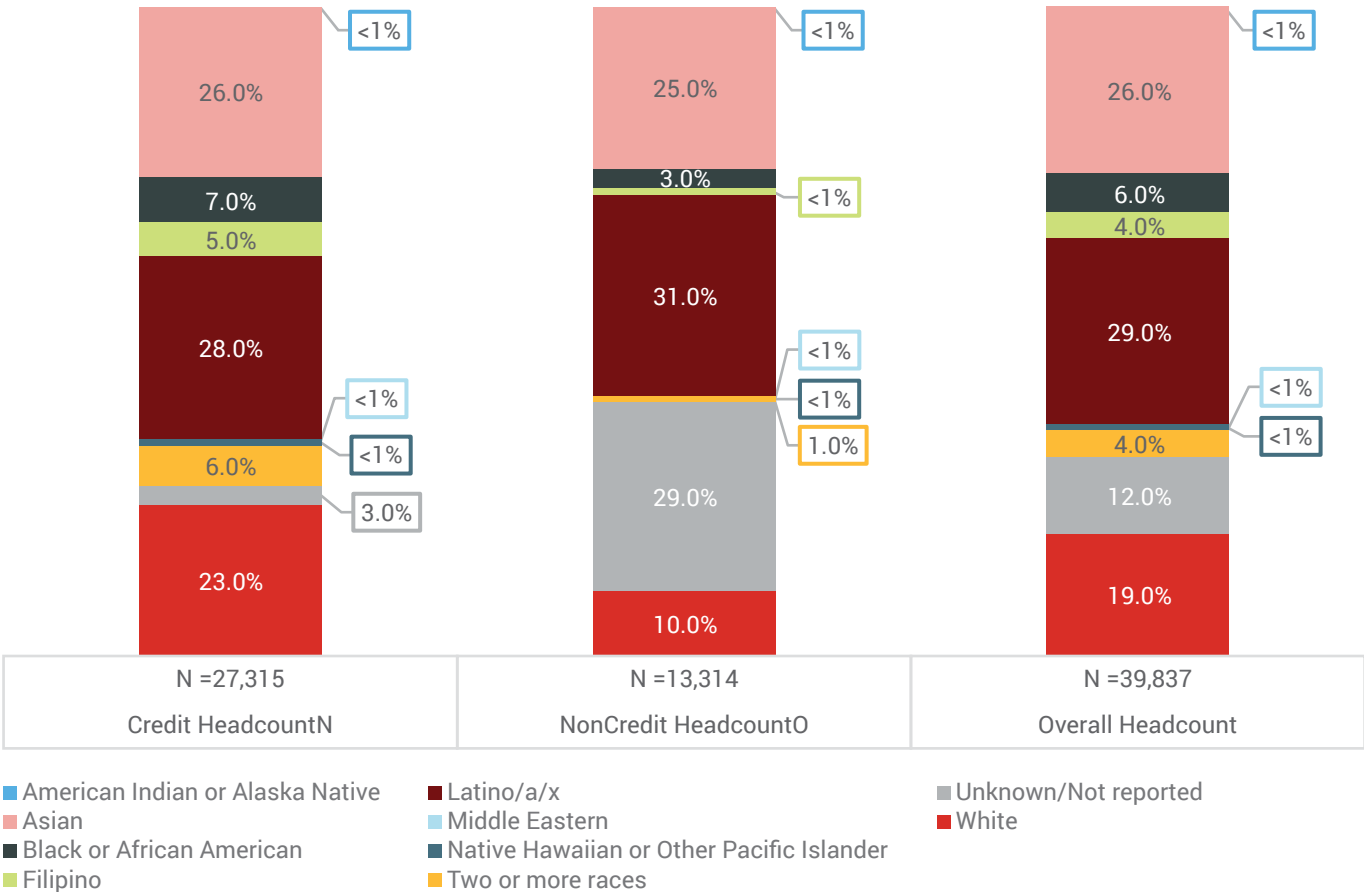


STUDENT DEMOGRAPHICS

WHO ARE CCSF STUDENTS BY ETHNICITY, AGE, AND GENDER?

Among students enrolled in credit classes at CCSF, the most prevalent demographic groups are students who identify as Asian, Latino/a/x, or White, and students ages 20 to 29. For students enrolled in noncredit classes at CCSF, students who identify as Asian or Latino/a/x and students ages 30 and older are the most prevalent ethnicity and age groups. In both credit and non-credit classes, there are more students who identify as female than students who identify as male.

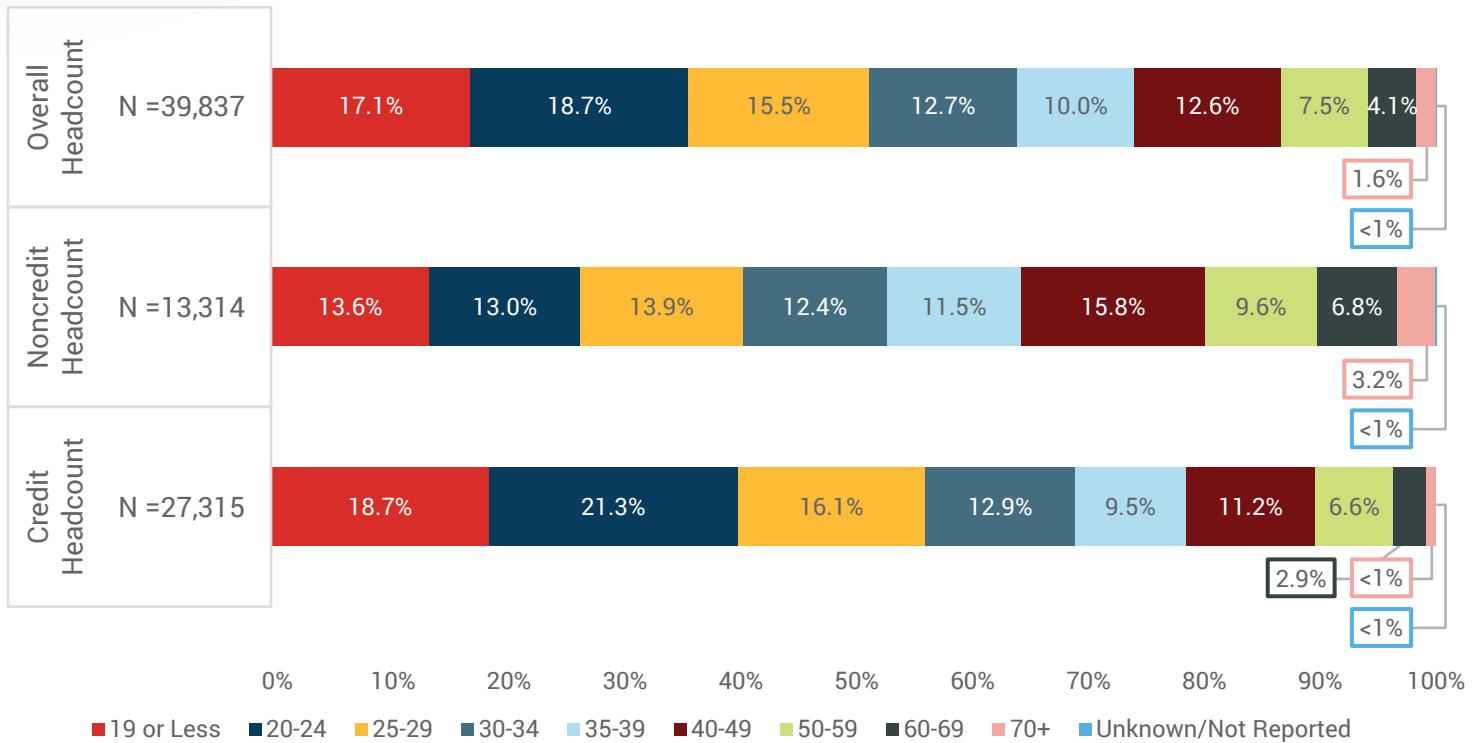
PERCENTAGE OF CCSF STUDENT HEADCOUNT BY STUDENT ETHNICITY GROUP (2023-24)



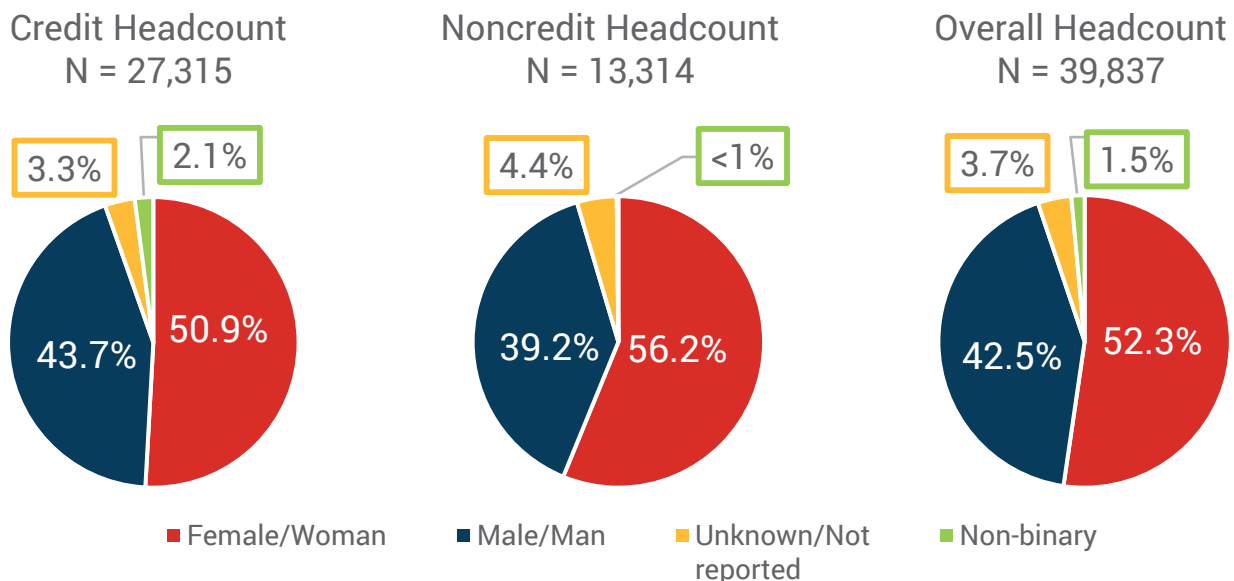
Source: CCSF Argos Institutional Headcount datablock - ccsf.edu/research

STUDENT DEMOGRAPHICS

PERCENTAGE OF CCSF STUDENT HEADCOUNT BY AGE GROUP (2023-24)



PERCENTAGE OF CCSF STUDENT HEADCOUNT BY GENDER (2023-24)



Source: CCSF Argos Institutional Headcount datablock - ccsf.edu/research

ATHLETICS

Our athletics teams have been extremely successful and have won the following championships and awards.

- **Women's Basketball:** Fourteen-time Conference Champions since 2000
- **Men's Basketball:** Five-time State Champions. Twenty-time Conference Champions since 2000
- **Football:** Eleven-time National Champions. Fourteen-time Conference Champions since 2000
- **Men's Soccer:** Eight-time Coast Conference Champions since 2000
- **Women's Soccer:** Seven-time Conference Champions
- **Women's Badminton:** Two-time State Champions. Five-time Conference Champions since 2000.
- **Women's Tennis:** Five-time Conference Champions since 2000

Over 700 student athletes have transferred to four-year colleges and university programs since 2000.



CHANCELLOR: INVITATION TO APPLY

The Board of Trustees of City College of San Francisco invites candidates to apply to be the College's next chancellor. The chancellor reports directly to the Board and is responsible for the successful operation of the community college district. As the public face of City College of San Francisco, the chancellor will be actively engaged and an effective representative of City College of San Francisco community.

OPPORTUNITIES & CHALLENGES

The chancellor will have an opportunity to shape the future and strengthen the positioning of this dynamic, diverse institution in addition to foster an inclusive environment that promotes trust, transparency, and collaboration among students, faculty, staff and the Board of Trustees. The chancellor will be transparent in discussing the challenges facing the College and is expected to engage with faculty, staff, the board and local and state governments to address challenges and create opportunities.

LONG-RANGE STRATEGIC VISION AND PLANNING

The next chancellor will have the opportunity to set the future direction for the College and make a meaningful, long-term impact by charting a strategic plan. This plan will address future trends, align resources, and set measurable goals for the college's growth and sustainability.

The successful candidate is a practical visionary who keeps the needs of CCSF top of mind. The new chancellor will bring innovative ideas and be open to other views, and prioritize decisions appropriately taking into consideration financial viability, available resources and the long-term impact of projects. The chancellor will also have the opportunity to convert those ideas into quantifiable projects and set a plan to follow them through to completion.

The chancellor will work in a participatory governance environment, and regularly communicate and collaborate with faculty, staff and the board transparently to accomplish goals. Particularly important, City College of San Francisco has an unwavering commitment to remaining accredited. The chancellor plays a pivotal role in the re-accreditation process. This leader will have an appreciation for the transparency, clear communication, and focus necessary to guide the College through the re-accreditation plan that is currently in process.

STRENGTHEN STUDENT ENROLLMENT AND RETENTION

Given the national challenge of declining enrollment and the changing demographics of San Francisco, CCSF has prioritized student enrollment and retention as an opportunity. The enrollment at the College decreased during the pandemic, following years of earlier declines, but it has increased by 10% over the past two years. In addition, the average age of San Francisco's population is expected to increase significantly by 2030.

OPPORTUNITIES & CHALLENGES (CONT.)

STRENGTHEN STUDENT ENROLLMENT AND RETENTION (CONT.)

Though the College is on a growth trajectory, now is the time to respond to these changing demographics and the needs of the community by establishing a plan to rebuild enrollment.

This creates an opportunity to collaborate with committed faculty and staff to understand CCSF's history and review course offerings, programs and staffing levels. The chancellor will be an active listener and communicator, and a collaborative partner while focusing on stabilizing the college community.

SEEK FUNDING OPPORTUNITIES AND MANAGE THE BUDGET

CCSF continually strives to provide an accessible, affordable, and high-quality education to all its students.

The new chancellor will be expected to take a long-term fiscal view, establishing structures, practices and processes that support financial stability. The chancellor will also need to establish a plan to address funding needs and a potential reallocation of resources to support strategic priorities and the mission of the College. The opportunity also exists to explore and develop innovative funding strategies and partnerships.

STRENGTHEN AND DEVELOP COMMUNITY RELATIONSHIPS AND PARTNERSHIPS

City College of San Francisco belongs to the community and continually strives to align with and provide accessible, affordable and high-quality educational experiences to its diverse population of students. The College is truly a community college; it is of the people and for the people of San Francisco.

The chancellor will serve as a community leader and spokesperson for the College, strengthening existing external partnerships and identifying and developing new ones in support of the College's mission. Strategic partnerships with businesses, public service organizations and city, county and state governments also play important roles in the livelihood of the College and must be explored and deepened. Accomplishing this will require a chancellor who is comfortable working outside of the College as well as internally.

The college community will also look to the next chancellor to provide consistency and rebuild trust and relationships internally. Faculty, staff, and students want to be part of a stable community built on trust, empathy, and open communication.

DESIRED LEADERSHIP ATTRIBUTES & QUALIFICATIONS

The next chancellor for City College of San Francisco will be a transformational, collaborative leader who is student-centered and embraces the community college mission. Successful senior-level experience in leading and managing change; addressing the complexities and resource needs of a large, diverse institution; and effectively interacting with internal and external stakeholders as well as the greater community is highly desired.

ADDITIONAL DESIRED LEADERSHIP ATTRIBUTES

- An understanding of the changing landscape of and disruption in higher education and the implications for community colleges in California.
- Demonstrated commitment to the comprehensive community college model and the diverse educational needs that it addresses.
- A proven record of implementing sustainable change, supporting innovation, and taking calculated risks to meet the educational needs of the community.
- A deep understanding of regional and specialized accreditations; demonstrated skill to maintain critical institutional standards and work collaboratively with accreditation agencies on mutually beneficial outcomes.
- Demonstrated experience collaborating with all organizational units across the college, where all parties may not agree, and developing a shared vision and comprehensive strategic plan to move the college forward.
- Exceptional skill in annual and multi-year financial planning, which includes strategic enrollment management and California Student-Centered Funding Formula and incentives; strong financial stewardship; demonstrated experience in leading effective strategies that optimize resource allocations, foster financial transparency, and chart the course toward long-term fiscal stability and sustainability of an institution.
- An empathetic, inspirational leadership style demonstrated by the ability to communicate effectively, listen, be visible, and actively engage with all stakeholders to create a stronger sense of community within the college.
- The capacity to build trust and respect with students, alumni, faculty, staff, administrators, trustees, the community, and strategic partners.
- Demonstrated experience anticipating organizational issues and having issues resolved at the appropriate level; proven ability to achieve consensus but to be decisive, when appropriate, and make tough decisions.
- Successful experience working collegially and responsively with a locally elected Board of Trustees; deep understanding of and appreciation for the mutually supportive roles and responsibilities between the chancellor and the Board.

DESIRED LEADERSHIP ATTRIBUTES & QUALIFICATIONS (CONT.)

- A track record of championing and advancing academic excellence, attracting more students to the college, improving student success, and increasing college completion.
- A deep knowledge of collective bargaining and participatory governance; demonstrated experience in cultivating productive working relationships with governance and labor groups to address operational issues, resolve grievances and complaints, and make appropriate recommendations.
- Exceptional supervisory and team building skills; the ability to hold team members accountable for their respective areas, share credit, and celebrate successes.
- A genuine appreciation for faculty, staff, and administrators' roles and responsibilities; the ability to evaluate and address critical staffing needs to support institutional growth, academic programs, and services to students.
- Evidence of a commitment to student equity and DEIA initiatives and of work that yielded successful results.
- Demonstrated experience in building and nurturing strong relationships with the community; actively serving as a community leader and spokesperson for a college to expand the institution's presence and garner support for educational opportunities that benefit students and the community.
- Exceptional skill in creating successful partnerships with community organizations, businesses, and other educational institutions to support current and emerging educational needs of diverse student populations in the community.
- The ability to advocate effectively for the College and garner support and resources from elected officials, policy holders, and government agencies at the local, regional, state, and national levels.
- Teaching, student services, and/or a frontline role experience (preferably in higher education) working directly with students.
- Effective and clear oral and written communication skills, including the ability to listen to different groups and communicate effectively with a wide range of stakeholders.
- Strong critical thinking and problem-solving skills and the ability to make well-informed decisions with the support of quantitative and qualitative data.
- High emotional intelligence and compassion to support the institution's organizational health and development and promote a positive work environment.
- An understanding of technology and infrastructure to support academic, student learning, and administrative applications sufficiently.

DESIRED LEADERSHIP ATTRIBUTES & QUALIFICATIONS (CONT.)

- The ability to see City College of San Francisco as a career destination.
- Professional and personal integrity and ethical conduct.

MINIMUM QUALIFICATIONS

- An earned master's degree or other equivalent advanced degree from an accredited institution.
- Five years of significant managerial experience in business, industry, education, or government, at least three years of which as a senior executive within a large and complex organization, preferably a college or university.
- Demonstrated commitment to social justice and to diversity, equity, and inclusion for all faculty, staff, administrative, and student populations.

SALARY RANGE AND BENEFITS

The salary range for this position is \$310,000 per annum to \$370,000 per annum and negotiable within this range based on qualifications and experience.

The College offers a variety of medical plan options, dental and vision plans, Basic Life and AD&D insurances, Flexible Spending Accounts, commuter benefits, a voluntary supplemental retirement plan, and paid time off through vacation and sick leaves and holidays.



APPLICATION PROCESS

To receive **full consideration**, application materials must be received by **January 13, 2025**, with an anticipated announcement of a new chancellor by **May 2025**. Starting date to be determined in consultation with the successful candidate, but as close to **July 1, 2025** as possible.

Application materials must include the following:

- A letter of interest reflecting on desired leadership attributes listed in the profile.
- A current resume or curriculum vitae.
- Contact information for five (5) professional references.

All materials must be submitted in PDF format through the AGB Search Portal here: [City College of San Francisco Chancellor](#)

References will not be contacted without the candidate's approval. All inquiries, nominations, and applications will be held strictly confidential and should be sent to CCSFChancellor@agbsearch.com or directed to:

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It is the policy of 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:
Compliance Officer/Title IX Coordinator/Section 504 Coordinator,
Tony Brown at gabrown@ccsf.edu at (415) 452-5123.*

Applicants who require a reasonable accommodation to participate in this hiring process should contact Compliance Officer/Title IX Coordinator/Section 504 Coordinator, Tony Brown at gabrown@ccsf.edu at (415) 452-5123 to make the necessary arrangements. Please be aware that verification of a covered disability under the ADA may be required.

Annual Security Report
City College of San Francisco's (CCSF) 2024 Annual Security Report (ASR), required by the Clery Act, is available [here](#) and on the College's Public Safety website.